United Nations E/2002/34 (Part I)–E/ICEF/2002/8 (Part I)

Economic and Social Council

Distr.: General
16 April 2002

Original: English

Report of the Executive Board of the United Nations Children's Fund on the work of its first regular session of 2002

(21-25 January 2002)*

* The present document is an advance version of the report of the Executive Board of the United Nations Children's Fund on its first regular session (21-25 January 2002). The report on the annual session (3-7 June 2002) will be issued as part II. These reports will be combined with the report on the second regular session (16-20 September 2002) and issued in final form as *Official Records of the Economic and Social Council, 2002, Supplement No. 14* (E/2002/34/Rev.1-E/ICEF/2002/8/Rev.1).

02-34581 (E) 050702

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I. Organization of the session

A. Opening of the session

1. Prior to the election of the officers of the Executive Board for 2002, the Deputy Executive Director, Operations, thanked the outgoing President (Armenia) for his effective leadership in a year that turned out to be different than planned. On behalf of UNICEF, she presented him with the traditional engraved gavel and stand.

Election of officers for 2002

2. Following the election of the new President (Colombia), he proceeded with the election of the remaining members of the Bureau (see annex II, decision 2002/1, for the composition of the Bureau).

Statement by the President of the Executive Board

3. In his opening statement, the President of the Executive Board congratulated the new Bureau members and Board members, and expressed his warmest gratitude to the outgoing President and Board members for their hard work during the past year. He advised delegations that the Executive Director was attending the Tokyo meeting on Afghanistan reconstruction and would be addressing the Board on her return (see paragraphs 137-147 below). He also highlighted the upcoming meeting with the Executive Board of the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA), with the participation of the World Food Programme (WFP), adding that as President, he would inform the Economic and Social Council of the discussion.

4. The President focused his remarks on three important issues for Board consideration during 2002. The first issue related to the proposed changes in the procedures for consideration and approval of country programmes of cooperation, particularly the format and discussion of country notes. This, he said, would lead to a more interactive dialogue, while providing the Board with information necessary for effective decision-making and taking into account the overall priorities of the medium-term strategic plan (MTSP). He suggested that Board members might wish to refer to how the plan was reflected in the country notes in their statements.

5. The second issue involved deliberations on the mechanism for Board cooperation with the Security Council. This subject, the President recalled, was raised the President of the Security Council in addressing the Executive Board at its December 2001 session.

6. The third issue dealt with the field visits scheduled for 2002. The President expressed the view that there was a need to elevate the profile of the field visits and to ensure that the sites selected were of interest to delegations in view of present circumstances. He emphasized the usefulness of the field visits to the Executive Board as well as to the countries visited.

B. Adoption of the agenda

7. In introducing this agenda item, the Secretary of the Executive Board addressed some of the problems encountered regarding translations and late

documents. He also mentioned that the secretariat had met with its United Nations counterparts on the subject of documentation. In addition, he said that the Joint Inspection Unit (JIU) was reviewing this issue, and the secretariat would share its findings with the Board in due course.

8. The agenda, timetable and organization of work of the session, as contained in document E/ICEF/2002/2, was adopted. The agenda contained the following items:

Item 1: Opening of the session:

(a) Election of the officers of the Executive Board for 2002

(b) Statement by the President of the Executive Board

Item 2: Adoption of the provisional agenda and timetable and organization of work

Item 3: Report of the Executive Director (Part I): annual report to the Economic and Social Council

Item 4: Country notes

Item 5: Procedures for consideration and approval of proposals for country programmes of cooperation

Item 6: Immunization: vaccine security

Item 7: Recommendation to the Executive Board: UNICEF Maurice Pate Award

Item 8: Tribute to key actors of the Global Movement for Children: the role of volunteers in UNICEF National Committees

Item 9: Private Sector Division (PSD) work plan and proposed budget for 2002

Item 10: Pledging event

Item 11: Other matters

Item 12: Closing of the session: remarks by the Executive Director and the President of the Executive Board

Item 13: Joint meeting of the Executive Boards of UNICEF and UNDP/UNFPA and WFP

9. In accordance with rule 50.2 and the annex of the rules of procedure, the Secretary of the Executive Board announced that 47 observer delegations had submitted credentials for the session. In addition, one United Nations body, two specialized agencies, one intergovernmental organization and six National Committees for UNICEF had also submitted credentials.

II. Deliberations of the executive board

A. Report of the Executive Director (Part I): annual report to the Economic and Social Council

10. The Director, Office of United Nations Affairs and External Relations, introduced the Executive Director's annual report to the Economic and Social Council (E/ICEF/2002/4 (Part I)) on the follow up to Economic and Social Council

and General Assembly resolutions. The document was prepared in accordance with an approved format and one that was common with the corresponding reports to the UNDP/UNFPA and WFP Executive Boards. The report covered implementation of the Secretary-General's reform programmes and of the Triennial Comprehensive Policy Review (TCPR) as well as relations with the World Bank, follow-up of the major international conferences and a brief section on responding to humanitarian crises. In addition, under this agenda item, there was a report of the Executive Director on follow-up to the reports of JIU. There were four reports of relevance to UNICEF. Copies of the reports were made available in the room and were available on the JIU web site.

11. With respect to the follow-up to the Council, the report focused on the various aspects of the TCPR, the latest round of which had not yet been completed at the time the report was finalized. In light of this, the secretariat provided an update based on the current situation.

12. A number of delegations commended the secretariat for the useful report and expressed their appreciation that it followed the agreed upon format. The focus on the reform efforts of the Secretary-General and the TCPR were noted with appreciation. However, some delegations requested that future reports focus on UNICEF's own experiences and lessons learned with regard to participation in the United Nations Development Group (UNDG), the resident coordinator system, Common Country Assessments/United Nations Development Assistance Frameworks (CCAs/UNDAFs) and Poverty Reduction Strategy Papers (PRSPs), and that the reports be more analytical. Some delegations expressed interest in seeing an analysis of how CCAs, UNDAFs and better coordination in general have affected UNICEF country programmes and what have been the benefits.

13. Noting that the CCA/UNDAF had been discussed extensively in the TCPR, some delegations reiterated the need to improve the quality of both the process and the product. They also welcomed the efforts undertaken by UNICEF to integrate these instruments into its own programming procedures.

14. Several speakers expressed concern about the decline in core resources and the increase in non-core funding, as they saw that the current situation could affect the multilateral nature of the funds and programmes.

15. Turning to the resident coordinator system, a number of delegations noted with concern the low number of females and UNICEF staff serving as resident coordinators.

16. Progress towards simplification and harmonization was met with approval, but several delegations noted that much work remained to be done. In this regard some speakers said that they looked forward to a substantive discussion on the subject at the joint meeting of the Executive Boards. One delegation reminded the secretariat that the process should aim to lessen the burden on Governments.

17. Strengthened cooperation with the Bretton Woods institutions, particularly in the context of poverty reduction strategies, was encouraged by a number of delegations, with some offering to assist in the effort if needed. A speaker recommended that the secretariat proceed cautiously in order to ensure that conditionalities, which were part of the framework of the Bretton Woods institutions, did not affect the work of UNICEF. (See annex II, decisions 2002/2 and 2002/3, for the texts of the decisions adopted by the Executive Board.)

B. Country notes

Overview

18. The Director, Programme Division, provided a brief overview of the 15 country notes being presented for comments to the Executive Board, of which 13 were for individual country programmes and two for multi-country programmes. The country notes had been developed through country-led processes, involving central government agencies, local authorities, civil society and young people. They had drawn on recent situation analyses, CCAs and UNDAFs, where they exist, and had considered the five organizational priorities of the 2002-2005 UNICEF MTSP (E/ICEF/2001/13 and Corr.1).

19. The largest funding allocations would support interventions in the areas of health and nutrition, followed by those in basic education. Several country notes would combine support to national sector-based programmes, with assistance to integrated programmes in some of the geographic areas with the worst child indicators. The latter would be carried out in cooperation with local authorities and support community capacity development and participation.

20. UNICEF support to the fight against HIV/AIDS was now prominent in all parts of the world, and the new priority on child protection was reflected in a range of country notes. Emergency preparedness had become a regular feature in UNICEF-assisted programmes.

21. Several speakers welcomed the focus on MTSP priorities and the clear relationship of the proposed programmes to UNDAF. One delegation emphasized the need for more specific numerical targets to be formulated in programme documentation to facilitate better assessment of progress. Two delegations welcomed the increased attention to the participation of youth, and suggested the sharing of lessons learned on successful strategies to increase the involvement young people.

22. The human rights-based approach to programming reflected in the country notes was welcomed by one speaker, who added that the Botswana country note presented a good example of how the country report on implementation of the Convention on the Rights of the Child was used to influence the programme. The delegation recommended that more attention be given to children with disabilities.

23. One delegation appreciated the focus given to the most vulnerable children and the evidence of a life cycle approach. The delegation stressed the need for increased coordination, for example, to ensure contributions to the formulation of PRSPs. Anticipated contributions to policy development were now more visible in the country notes, and attention should also be paid to strengthening both institutional and legal frameworks. In future, more statistical gender-disaggregated information should be provided on political, social and cultural aspects affecting children and mothers, and the delegation recommended that all activities should be assessed regularly.

24. The Director, Programme Division, responded that more details on objectives and expected results would be provided in the country programme recommendations (CPRs), and acknowledged the importance of evaluations in assessing programme performance.

Eastern and Southern Africa

25. The Regional Director for Eastern and Southern Africa introduced the country notes for Botswana and Comoros (E/ICEF/2002/P/L.1 and E/ICEF/2002/P/L.2, respectively), highlighting the following fundamental threats to survival and development in most countries in the region — HIV/AIDS, armed conflicts and poverty. He stressed that all three threats were linked synergistically and, therefore, had to be addressed simultaneously in order to achieve sustainable development. He referred to the very different programming environments in the two countries and indicated that the CPRs would reflect this reality. The Botswana country programme was focused entirely on the HIV/AIDS pandemic, while the Comoros country programme continued to support capacity-building and service delivery in health, nutrition, education and child protection. Both country programmes were very dependent on additional other resources as their regular resources allocations were very small.

26. A speaker remarked that the *Botswana* country note was well situated within both the UNDAF and national planning frameworks. There was a clear and relevant focus on HIV/AIDS prevention, legislation, a rights-based approach and capacity-building. The same speaker requested clarification on the linkage between the country note and the national HIV/AIDS programme. Reference was also made to the availability of funds for the HIV/AIDS programme, including from the Gates Foundation. It was noted that the national programme focused on the curative aspect, and for that reason, the delegation felt that the focus in the country note on the preventive aspect was appropriate. The speaker added that in view of the increasing number of HIV/AIDS-infected children in Botswana, UNICEF support to them became imperative. The issue of AIDS orphans was also well reflected in the country note. It was felt, however, that the reference to collaboration with other partners could have been strengthened under all the different programme components.

27. The Regional Director responded that Botswana had a very strong national programme on HIV/AIDS and a very clear strategy. Compared to many other countries, Botswana was well prepared, having allocated significant resources to HIV/AIDS. The outside world had heard more about the curative aspects because of some of the initiatives undertaken, for example, on issues related to the provision of antiretroviral drugs and the debate on the prevention of mother-to-child transmission (MTCT). In fact, Botswana tried to keep a reasonably good balance between preventive and curative responses. It was one of the few countries in the region where nationwide approaches were being implemented. UNICEF support was fully within the national plan of action for control of HIV/AIDS. Recently, technical support from both headquarters and the regional office had been provided to ensure that the decision taken to make available free instant formula for all mothers in the MTCT programme did not spill over to the use of instant formula by women who did not know their status or were HIV negative. The Government had asked UNICEF to assist in strengthening implementation of the International Code of Marketing of Breastmilk Substitutes and a general breastfeeding strategy. The Ministry of Health had endorsed a draft strategy. The Government, UNICEF and many other aid agencies had focused on preventing infection through their MTCT programmes. Some interventions were part of the programme aimed at improving the conditions of AIDS orphans, the majority of whom were not HIV positive. For

those who were HIV positive, it was important to find a way to respond to their needs without stigmatizing them or their caretakers.

28. There were no comments on the Comoros country note.

West and Central Africa

29. The Executive Board had before it country notes for Cameroon, Côte d'Ivoire, Guinea-Bissau, Mali and Mauritania (E/ICEF/2002/P/L.3-E/ICEF/2002/P/L.7, respectively), which were introduced by the Regional Director for West and Central Africa. She said that many targets had not been achieved during the last decade, so that basic indicators for children's and women's health and nutrition had stagnated or even lost ground. The situation was compounded by the high prevalence of HIV and malaria, with poverty as the background in all five countries.

30. The Regional Director said that the lessons learned and mid-term review (MTR) exercises from the ongoing programmes had informed the development of the strategies described in the country notes. Those lessons included the need for mobilization and involvement of high-level decision makers; sustained resources at the agreed levels; multisectoral partnerships based on comparative advantages; appropriate coordinating mechanisms at the level of implementation; capacity-building for communication for behavioural change; and strengthening community capacities to take the lead in project interventions. The same countries had also prepared PRSPs, which were supported by UNICEF and guided by the MTSP.

31. Making general remarks about the five country notes, a delegation expressed appreciation for the references to national policies, international goals, CCAs/UNDAFs, PRSPs and other types of collaborative mechanisms. There was more evidence that a rights-based approach to programming was being used, but more information would be welcome on how choices were made, especially concerning geographical concentration. The speaker said that it was satisfying to see that issues such as child trafficking could be seen in a different light from just a few months ago. The issue of HIV/AIDS in Côte d'Ivoire and Cameroon raised the question of how prevention, awareness and other activities would be funded in view of the small budgets available for health from Governments and UNICEF. The delegation also asked for more information on polio eradication and how lessons learned could be used for routine immunization programmes.

32. Noting that girls' education seemed to be well covered in the *Cameroon* country note, a delegation asked if child trafficking and other forms of exploitation would be covered in the CPR. Another speaker asked if the lack of specific mention of the Bamako Initiative as a programme strategy was an omission, and requested additional information on how the needs of children living with AIDS would be met with the limited funding available.

33. The country delegation of *Côte d'Ivoire* said that there was strong collaboration with UNICEF at local and regional levels, and that Education for All and child protection were two of the Government's highest priorities. In addition, the Government had recently created a new ministry to deal with HIV/AIDS, with the reduction in the incidence of MTCT a main area of focus. A major national consultation on health was scheduled for 2002. Another delegation stated that the proposed approach for the country programme was similar to its own, focusing on poverty and disparity reduction, although mechanisms for more strategic

collaboration would be necessary. The speaker asked for further information on the trans-border response to child trafficking, and expressed appreciation for the lead taken by UNICEF in this area. Other delegations said that poverty was at the root of most of the problems facing the country and that the current financial environment was directly linked to prospects for good governance. A speaker asked about the effects of poverty and community-based programming on families' abilities to influence such traditional practices as female genital mutilation (FGM).

34. Responding to the remarks on the family environment in the context of growing poverty and families' abilities to influence decisions at this level, the Regional Director said that the area required further study, but in the immediate future, UNICEF would support efforts to strengthen the role of families and communities as part of its poverty reduction strategies. She confirmed that FGM was still a major problem in several countries of the region. While a few countries had started with advocacy at different levels and community-level education, change would not come quickly.

35. On the country note for *Guinea-Bissau*, a delegation asked if the planning for improving children's rights mentioned in paragraph 10 of the note would also include education, in view of the low level of trained teachers and the limited number of classes offered by rural schools. Speakers also asked about the declining coverage of fully immunized children and the need to expand immunization activities if polio was to be eradicated. Delegations expressed concern about the reduction of government investment in children and in human resources. Another delegation said that the analysis of the situation of children and women was not realistic, but expressed appreciation that some positive steps had been taken in the post-conflict period regarding polio, immunization and malaria.

36. A speaker asked why there was no mention of the Bamako Initiative in the country note given the challenges to the delivery of basic services. The same delegation asked about UNICEF support to demobilization activities and said that UNICEF had "missed the boat" at the end of the fighting, citing an unused sum of money that UNICEF had not disbursed. The speaker asked about UNICEF collaboration and coordination with the Ministry of Health and its other partners in HIV/AIDS activities. He also said that the community education and development project had developed a good participatory methodology which should be taken into consideration for the education programme. Another delegation wanted to know if UNICEF would be involved in the demobilization of child soldiers and what role it saw for education in the peace process.

37. The Regional Director replied that UNICEF would use a two-pronged approach in Guinea-Bissau, addressing both the post-conflict situation and long-term development. She said that there might not be specific mention of the Bamako Initiative because it had already been mainstreamed in the health delivery systems of most West African countries, but a more specific linkage could be made. UNICEF would work more in the area of immunization as part of the peace process, and a memorandum of understanding (MOU) was in place with the World Health Organization (WHO). UNICEF had also recently signed an MOU with the United Nations Educational, Scientific and Cultural Organization on education, and efforts were under way to help identify teachers and their training needs. With a mix of other partners, UNICEF would support the use of education activities as an integral part of the peace process in the country.

38. The country delegation of *Mali* said that the preparation of a situation analysis based on the life cycle prior to the identification of strategies and preparation of the country programme was appropriate to the needs of Mali's children and women. Continuing challenges included education; health, including high rates of child and maternal mortality; and poverty. The Government planned to make nine years of primary education compulsory, and child protection activities would give particular attention to the needs of girls. Mali had also signed or ratified international protocols on child labour, including the minimum age of work and the definition of hazardous work. Delegations said that the proposed country programme focused on meeting the unmet needs of women and children, especially reduction of the maternal mortality ratio and the infant mortality rate (IMR). One speaker said that family planning needed to be part of the response to the high level of maternal mortality. According to another delegation, the focus on education, health and child rights was appropriate, but leadership for programme implementation should be left to national authorities.

39. A delegation said that the proposed strategies in the country note required more work and that the note provided few details about what UNICEF would actually support. The target groups were not clear and the role of UNICEF should be defined more precisely. UNICEF should have a leadership role in health at the national policy level as well as within the subregion. A speaker said that programmatic indicators still needed to be harmonized. Another delegation said that the note did not adequately reflect collaboration with the Joint United Nations Programme on HIV/AIDS (UNAIDS) and that the proposed strategies did not give importance to other collaboration mechanisms such as sector investment programmes (SIPs) and sector-wide programmes (SWAPs). In that sense, the programme strategies were not as innovative as they could be. Another speaker asked how UNICEF would balance the needs for the continued training of teachers with the need for the construction of quality schools, and how that balance would be reached.

40. The Regional Director said that UNICEF carried out its work with the Government of Mali in collaboration with a wide range of partners, including multilateral and bilateral agencies, non-governmental organizations (NGOs) and civil society. The core component of SIPs and SWAPs was sectoral reform, and UNICEF was very involved in the process. Regarding the funding of HIV/AIDS, she said that this was not just a health issue, but a challenge to all parts of society. As available and appropriate, funds from other programme components would also be used, in addition to what might be funded by UNAIDS and others. UNICEF was already working with a wide range of partners across the region for the care and protection of children living with HIV/AIDS and those orphaned by AIDS. UNICEF was also collaborating with a bilateral aid agency to identify and refine strategies for responding to the needs of AIDS orphans.

41. Speaking on the country note for *Mauritania*, delegations expressed support for the proposed strategies for gender equity and girls' education. Several speakers also said that the strategies proposed in the country note were in accordance with those of their bilateral development programmes.

Americas and the Caribbean

42. The Executive Board had before it the country notes for Bolivia and the multi-country programme for the Eastern Caribbean (E/ICEF/2002/P/L.8 and E/ICEF/2002/P/L.9, respectively), which were introduced by the Regional Director for the Americas and Caribbean. He said that the country note for Bolivia had been developed in conjunction with the ongoing PRSP and UNDAF processes in the country and, therefore, focused on supporting social sectors and reducing disparities, especially their impact on the indigenous population. All of the organizational MTSP priorities were relevant for Bolivia and had been incorporated in the new programme. As for the country note for the Eastern Caribbean, its two main priorities were early childhood development (ECD) and the prevention of HIV/AIDS, with a special emphasis on adolescents. The Regional Director also announced the recent inauguration of the United Nations House in Barbados, and thanked the Government of Barbados for its good will and support.

43. On the *Bolivia* country note, the country delegation said that the situation analysis reflected the reality of the relatively young country, which required the firmest efforts to support street children, working children, students and other groups. The Government was trying to change the situation in favour of youth and children with policies on such areas as domestic violence, sexual abuse and child labour. Many delegations expressed satisfaction with the country note and its alignment with the PRSP, UNDAF and the organizational priorities of UNICEF. Other speakers supported the capacity-building strategy, especially at the subnational level; the elaboration of partnerships; and the strategic focus on disparities, pilot models for sustainable development and decentralization. One delegation asked for more specific information on how the PRSP was used as a basis for the country programme.

44. A delegation said that the health/nutrition programme had specific lines of action and objectives, whereas the education programme was much larger in scope because it tried to affect national policy rather than carry out more discrete actions. The speaker asked why there was such a difference in strategic design. The Regional Director said that that the country programme aimed to reduce the geographic dispersion of the integrated local development programme. He would ask the country office to clarify the remaining questions.

45. Delegations raised questions about the education programme, especially what UNICEF intended to do to help working children and children with special needs, and its role in educational reform and capacity-building. The Regional Director said that the country office would investigate the lessons learned from other UNICEF programmes to see which ones were applicable to Bolivia. Compensatory programmes such as the *bolsa escola* in Brazil (through which families receive a monthly stipend if the child is in school and not working) would be tried. UNICEF also envisioned training teachers in early detection in order to steer children with special needs to proper services. There would be demonstration projects at the subnational level, especially in indigenous areas, that would feed into national policy-making, including potentially the *escuela nueva* ("new school") model from Colombia. Concerning educational reform, a delegation said that UNICEF seemed to find it difficult to phase out projects in order to allow other donors to provide direct support to the Government's education policy. The Regional Director said that the country programme was managed with the Government's acceptance and in

accordance with its interests. UNICEF willingly graduated out of programmes when there were others with a comparative advantage in the same area.

46. A delegation expressed support for capacity-building at the local level and said that UNICEF should no longer be an implementer. To a question about how the focus on social data would be implemented, the Regional Director said that Bolivia would implement ChildInfo (UNICEF data storage and display software). Another delegation said that although UNICEF explained how it operated within a "new partnership framework" in the country note, it did not mention other partners. The Regional Director replied that the reference was to partnerships in a framework organized by the Government and donors. Although there were too many partnerships to list, he would be happy to provide a list on a bilateral basis. Some delegations commented on the dispersion of the programme and suggested that extensive advocacy programming would make the results qualitative and difficult to measure. The Regional Director did not agree and gave concrete examples of indicators such as the increase in the public budget allocation to children and the number of the laws and actions taken to implement the Children and Adolescents Code. While some results might be qualitative, all UNICEF programmes in the region now combined quantitative and qualitative objectives, and both types of objectives would be included in the CPR being submitted to the Board in September.

47. Speakers welcomed the focus on disparity reduction and said that the disaggregation of data would help to identify the unmet needs of the relatively underserved indigenous population. A delegation requested additional information on the Andean and Amazon programmes. The Regional Director said that one of the main strategies for disparity reduction would be through the Bolivian portion of the Amazon and Andean subregional programmes through which the country had successfully mobilized funds for area-based, multisectoral programmes targeting the worst-off communities. The programmes focused on the two poorest regions of the country and addressed health, education, nutrition, and water and sanitation through direct service delivery and capacity-building. They would continue under the new country programme, but the number of municipalities covered would be reduced to 54 from the present 143 to promote better management. He agreed that there was a need for disaggregated data and said that the programme would repeat the multiple indicator cluster survey in between the national Demographic and Health Surveys for timely and disaggregated data.

48. A delegation said that in the country note, ECD projects were classified under education, reflecting a misunderstanding of ECD, which should also include health and nutrition components under immunization "plus". UNICEF should continue to emphasize IMR reduction, and continued support for decentralization would contribute to that end. The Regional Director said that UNICEF shared the concern about integrated ECD. The integrated aspect was new to this programme, as it was for many others, and there was not yet full acceptance and understanding by the national partners. The country did not want to promise too much, but it was possible that there would be increased integration within sectors, such as the Integrated Management of Childhood Illness (IMCI), rather than among sectors, which was the aim of the integrated ECD priority.

49. A delegation urged UNICEF to participate more actively in the establishment of a regional network on malaria, including Bolivia, Brazil and Peru, paying particular attention to the Amazonian Malaria Initiative led by the United States

Agency for International Development (USAID). The Regional Director said that on 29 and 30 January, staff of the relevant country offices would meet in Quito, Ecuador, to plan the Andean and Amazon programmes, both of which would be submitted to the Executive Board for re-authorization at its September session. There was clear interest in identifying programmes that could be implemented by multiple countries at the same time, and malaria might be of interest.

50. While expressing appreciation for the continued work on HIV/AIDS, another delegation said that the final CPR should mention more about partnerships with donors, technical agencies and bilateral programmes, as well as provide information on educational counselling and on actions related to the vertical transmission of HIV. The Regional Director said that the intention was to focus on vertical transmission, as well as education and counselling. UNICEF integrated its actions with those of other partners and, without exception, was an active member of all United Nations country team theme groups on HIV/AIDS and of all national plans.

51. Delegations agreed with the emphasis on ECD and HIV/AIDS prevention in the country note for the *multi-country programme for the Eastern Caribbean*. A speaker welcomed the two-tiered approach of interventions at both regional and national levels, which took into account the realities of the different countries, and asked for concrete examples of its success. The Regional Director cited successes in the areas of ECD and HIV/AIDS prevention, which had been developed first by identifying traditionally common themes, then by forming horizontal cooperation with such partners as the University of the West Indies, building a common knowledge base, going to scale with good examples and expanding the experience. The Caribbean Community had been very effective in sharing common resources for the region.

52. The country delegation of Trinidad and Tobago, one of the countries covered by the programme, said that its Government had taken a number of measures in favour of children, including enactment of equal opportunity legislation prohibiting discrimination in the areas of employment, access to goods and services, and the provision of universal primary education. The delegation highlighted the Government's commitment to free secondary education, a gender-sensitive curriculum and a plan of action to address the problems of prostitution, pornography and the sale of children. However, the delegation asked why Trinidad and Tobago was listed as one of three countries where additional work was needed on birth registration, and cited several examples of governmental initiatives to achieve universal registration. The Regional Director said that universal birth registration was a high priority for UNICEF throughout the Eastern Caribbean. There was as yet no common denominator within the United Nations to determine low birth registration rates.

53. Another delegation said that because of constraints in the economy and national capacities in the Caribbean region, there should be no complacency about good indicators for infant mortality, etc. The speaker expressed concern about the underperformance of boys in education. The Regional Director said that UNICEF shared the concern about reverse discrimination against boys, which resulted in higher drop-out and repetition rates. Speakers also commented on the importance of HIV/AIDS interventions, especially to prevent MTCT, and on UNICEF participation in various HIV/AIDS forums, including its membership in the Pan Caribbean Partnership Against HIV/AIDS.

54. Speaking on the programme for Suriname, a speaker agreed with the observations in the country note that the remote interior areas were much worse off and that many children were not registered. UNICEF cooperation in that area was essential.

East Asia and the Pacific

55. The Regional Director for East Asia and the Pacific introduced the country notes for the Pacific islands countries and Papua New Guinea (E/ICEF/2002/P/L.10 and E/ICEF/2002/P/L.11, respectively), and also addressed the issue of protection of children against commercial exploitation. She pointed out the very complex environment in which the programme for the 13 Pacific island countries was being developed, noting that overall support would focus on early childhood care and interventions for adolescents. Specifically, support would be provided for rights advocacy, child protection, health and nutrition. All the countries would be supported through advocacy, communication and capacity-building, including in planning, monitoring and evaluation. Three priority countries (Kiribati, Solomon Islands and Vanuatu), all least developed countries (LDCs), had been identified for additional support through national-level, integrated area-based programmes. The development of the new programme process would benefit from strengthened collaboration with the United Nations system. She added that CCAs/UNDAFs were currently being developed for five LDC countries (Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu).

56. The Regional Director said that the country note for Papua New Guinea had been developed in the context of a declining gross national product and a lack of progress in lowering the prevailing high child and maternal mortality rates. UNICEF would continue to focus its work on developing replicable models of service delivery at the community level, to provide policy support, to build partnerships, and to advocate for increased attention to women and children. She referred to the decision taken at the MTR of the current programme to increase the overall technical support of UNICEF to the Government in the key areas of health and nutrition, child protection and education. The proposed new five-year programme responded to problems and needs identified in the new CCA, while the UNDAF process will be completed by the end of 2002 and reflected in the next CPR.

57. On the issue of protection of children against commercial sexual exploitation, the Regional Director spoke about the Second Congress on the subject hosted by the Government of Japan in Yokohama in December 2001 and the Bangkok regional consultation in October. Both meetings had helped to generate renewed national commitments to deal with the problem. She noted that since the Stockholm Congress, much had been done in the region to address all three areas of prevention, protection and reintegration. However, it was clear that the actions taken were insufficient. In fact, the challenges and issues had become more complex, while the number of victims was probably much larger now than five years ago. UNICEF would work with Governments, NGOs and other United Nations partners to address the root causes of the problem through poverty reduction programmes, including girls' education in particular. She reported on some of the specific interventions being carried out in countries in the region. Changes in legislation on trafficking and sexual abuse had taken place in several countries, but overall penalties for these crimes remained lighter than for drug trafficking. Advocacy and experience exchange would facilitate further improvements, and major steps were also being

taken in cross-border cooperation. The Regional Director stated that at the regional consultation in Bangkok, most countries in the region had agreed to accelerate efforts. However, additional resources would be needed to take good pilot projects to scale.

58. Three delegations expressed their appreciation for the presentation and the new initiatives following the Yokohama Congress.

59. One delegation welcomed the opportunity to discuss the country note on the *Pacific islands countries*. As a major donor with considerable interest in the region, the delegation stated that UNICEF was regarded as a very important development partner. Moreover, the delegation recognized significant opportunities for continued close collaboration in areas such as the expanded programme in immunization (EPI) and HIV/AIDS prevention. However, the country note did not reflect the rigorous assessment needed for the development of a new five-year plan. Other deficiencies included the lack of clarity between the prevailing assessment and the specifics of the proposed programme. Concern was also expressed about the lack of any risk analysis and the absence of information indicating the level or nature of UNICEF consultations with stakeholders, including the level of support for current or proposed initiatives.

60. Another delegation noted that UNICEF programme strategies were in accord with its own efforts in the Pacific islands countries. A specific example cited was the EPI efforts undertaken with WHO and UNICEF. The speaker expressed appreciation for the emphasis on rights advocacy and pointed out the role of various donors as strong supporters and advocates for children's rights. The delegation encouraged follow-up of recommendations of the Congress in Yokohama.

61. In response to comments on the country note for the Pacific island countries, the Regional Director agreed on the value of a rigorous assessment prior to the development of a new five-year programme. She explained, however, that UNICEF did not always carry out this assessment through a full-scale evaluation. It could, she continued, take various forms, such as an end of programme cycle review like those presented to the Board last June on China and Myanmar. She reiterated that the country note was based on extensive internal review and consultations with all partners, building on lessons learned from the MTR, a subsequent new situation analysis and strategy paper, and strategy meetings involving all 13 partner Governments, donors and other stakeholders. Following those meetings, an additional consultation was held in Bangkok with inputs from the Regional Office colleagues and the Chief of the Evaluation Section in New York. The Regional Director acknowledged that there was always room for improvement and that UNICEF could certainly benefit from more dialogue and closer coordination with partners, some of whom had vast programming experience in the Pacific. She mentioned the engagement of the country office in the preparation of five CCAs/UNDAFs in the Pacific, which, in principle, should further inform the preparation of the CPR. The Regional Director requested the opportunity to discuss the feasibility of an appropriate review bilaterally. She mentioned that data collection, analysis, and monitoring and evaluation were weak in the Pacific island countries, as evidenced by the end-decade reports, but ensured delegations that the Regional Office would work with the country office to strengthen this area. The issue would also be addressed through the ongoing CCAs/UNDAFs. In general, the Regional Office was strengthening its capacity to better monitor and evaluate

situations on an ongoing basis. The Regional Director indicated that she would report on this in greater detail at the annual Board session in June 2002.

62. A speaker welcomed the ongoing engagement of UNICEF in *Papua New Guinea*, but expressed concern with its implementation record. The delegation recommended stronger coordination with the broader United Nations system, as well as with other donors and NGOs, adding that better resourcing for activities and a stronger focus on coordination would be essential to ensure the success of the future programme. He welcomed the focus on girls' education as a critical aspect of the UNICEF strategy, noting, however, that a lack of personnel and resources had hampered progress in UNICEF education activities. It was urged that this programme be appropriately funded, and that appropriate reporting and monitoring frameworks also be developed. In the health sector, the delegation expressed strong support for UNICEF assistance for NGO programmes targeting HIV/AIDS. He warned, however, against overstretching the capacity of the National AIDS Council, and suggested that appropriate support in areas such as financial management be ensured. The same speaker also addressed issues related to MTCT and urged UNICEF to review lessons learned from these activities as part of its planning. UNICEF involvement in child protection and juvenile justice, particularly with regard to Bougainville, was welcomed. He suggested acknowledgment of significant support by the Asian Development Bank (AsDB) and the World Bank to Papua New Guinea, and urged that there be appropriate consultation and coordination with these bodies as part of broader United Nations development planning.

63. Another delegation commended the detailed analysis of the situation of women and children in Papua New Guinea and the clearly stated strategy for future cooperation. She noted that strategies for future programme efforts were urgently required at the present stage of development of the country. The delegation remarked that the country note served as a good example of how a country note should reflect the MTSP. Finally, the speaker pointed out that the country note did not provide a detailed description of plans for country capacity-building needed to implement the proposed programmes. It was an important step to upgrade the UNICEF office in Papua New Guinea to a full country office, but the Government's capacity to work within the country programme also needed to be improved.

64. On the issue of strengthening programme implementation in Papua New Guinea, the Regional Director pointed out that three new posts had been created in the country office in nutrition, education and child protection to assist government partners with implementation. The three new posts would also contribute to increased cooperation and interaction with partners such as AsDB and the World Bank. On girls' education, she reported that a new education officer had been appointed. The Regional Office had a strong HIV/AIDS team which would help the country office develop UNICEF support to HIV/AIDS prevention and care in the country. She mentioned that experience gained in the region on MTCT would be applied to the country programme, adding that UNICEF had already facilitated the visit of government officials to Thailand to benefit from this experience. On Bougainville, it was stated that children's issues had so far been neglected, and that greater support was needed not just in the areas of child protection and children in conflict with the law, but also in health, psychosocial support, nutrition and education. These issues would be incorporated into the CPR. A two-year transition programme was being prepared.

South Asia

65. The Deputy Regional Director for South Asia presented the country notes for India and Maldives (E/ICEF/2002/P/L.12 and E/ICEF/2002/P/L.13, respectively). The presentation of the India country note was reinforced by the participation of R. V. Vaidyanatha Ayyar, Secretary, Department of Women and Child Development, Government of India, and by the UNICEF country representative in India. The Deputy Regional Director stressed that both country notes had been prepared through a highly participatory process involving government counterparts as well as NGOs, and other donor and United Nations agencies.

66. The India country note reflected the diversity of challenges and opportunities in one of the fastest growing economies in the world, with the world's largest child population. Amidst the many gains, however, remained significant challenges, including a stagnating IMR, and continuing high maternal mortality, HIV/AIDS prevalence, gender disparities and natural disasters. The new country programme approach was intended to sharpen the strategies that had worked, and to advocate the scaling up of these strategies through partnerships. The focus of the next programme would be on the survival and well-being of children under three years of age; on increasing the enrolment and quality of basic education; and on the protection and empowerment of adolescents.

67. The Deputy Regional Director said that the programme for Maldives was being developed taking into account that three quarters of the population was young. The progress made in child health and survival was being challenged. The transition from fishing to tourism industry had marginalized some populations which were dependant on fishing, and had also subjected the country to increased vulnerabilities as a result of globalization. The country programme also faced the challenges of a highly dispersed population and the absence of data at the disaggregated level. Five specific areas of focus — education, nutrition and improved caring practices, ECD, child protection and improved data collection — were included in the proposed programme. He drew attention to a typographical error in the Maldives country note where the gross domestic product was stated as $6,720 instead of the actual estimated figure of under $3,000.

68. The Deputy Regional Director also informed the Board that UNICEF would present a three-year (2002-2004) CPR for Afghanistan in September. He also stated that UNICEF would work closely with the South Asian Association for Regional Cooperation (SAARC) Secretariat in the implementation of the SAARC Convention on Preventing and Combating the Trafficking of Women and Children for Prostitution, and the SAARC Convention on Regional Arrangements for the Promotion of Child Welfare in South Asia.

69. On the *India* country note, several delegations appreciated the preparation process, which involved a broad range of stakeholder consultations, including children, in some cases, in addition to government counterparts, bilateral donors and NGOs, and expressed the hope that the same level of consultation would prevail in developing the programme. Various important initiatives mentioned in the country note, such as the advocacy and communication strategy, the promotion of gender equality and the creation of an enabling environment to sustain past achievements and fulfil human rights, were recognized. Support was also expressed for the family and community empowerment strategies. One delegation pointed out that an

assessment of these successful initiatives in strengthening decentralization was needed to infor the new country programme.

70. In response, the UNICEF representative stressed the participatory planning and preparation process for the development of the country programme. She also pointed out that the new country programme aimed to improve the synergy of strategies and programme thrusts that remained relevant, and was premised on ongoing national reforms in the health, education and water and environmental sanitation (WES) sectors. In that connection, the comparative advantage of UNICEF was based on its work at all levels, and aimed to change behaviours, improve the quality and availability of services at the periphery, and forge and facilitate relations among the community, service providers and other partners. The role of UNICEF was to create a critical mass of partners that could help the Government in scaling up innovations. It was also necessary to continue to tackle the problems of children under three years of age in the areas of health, WES and nutrition. The master plan of operations would elaborate further on the specific responsibilities of the Government. In the field of gender equity, UNICEF was undertaking a gender audit within the education sector to inform interventions across all sectors regarding gender issues.

71. One delegation requested clarification regarding discrepancies between regional priorities and the MTSP priorities. In response, the Deputy Regional Director reported that the Regional Management Team had identified WES and maternal mortality reduction as additional priorities for the region. However, those regional priorities were translated differently based on the specific country priorities.

72. Some speakers expressed concern that not enough was being done to prevent malnutrition, and UNICEF was requested to address this issue, including paediatric anaemia, at its earliest stage. With regard to nutrition, the UNICEF representative said that the programme would focus on children under three years of age. Low birth rates, prenatal care and anaemia in pregnant women and adolescent girls were also being addressed in the new country programme.

73. Several delegations praised the role of UNICEF in various sectors, especially in education and emergencies. One delegation welcomed recognition of the need to mainstream emergency preparedness and emergency response. Another speaker pointed out that emergency response elements should be reflected more clearly in the country note, including at the budget level, as well as the link between emergency strategy and MTSP priorities, and the UNICEF role in preparedness.

74. Regarding the issue of mainstreaming emergencies and including them in the country programme budget, the UNICEF representative pointed out the difficulty in taking into account the scale of an emergency in order to put money aside for it in regular budget planning. The budget presented, however, did cover certain aspects of emergency preparedness for each sector, and there was also some provision for emergency response.

75. On partnerships, it was noted that while the country programme strategy reflected the diversity of implementation partners, the country note did not highlight the role of the central and local governments. One delegation recognized the close cooperation with the Government of India in implementing programme goals, but felt that more needed to be done to improve results-based management. UNICEF was requested to list all partners in each sector in the country note.

76. Regarding results-based management, the UNICEF representative agreed that it needed to be improved. A log-frame had been introduced in several programmes, and there was room to grow, learn and improve collaboration with partners, especially through lessons learned. She listed some of the results achieved, in cooperation with a large number of partners, that could be attributed to the country programme: polio eradication with WHO, which reduced cases dramatically and reduced the number of districts with polio; a shift in the scope of malnutrition coverage from three- to six-year-olds to children under three years old, which produced better results; an increase in vitamin A coverage; expansion of sanitary facilities in schools across states; and successful drought mitigation and proofing initiatives, with community involvement. Lastly, during the Gujarat emergencies, UNICEF, through the support of many donors, assisted the Government in the resumption of all primary school teaching four months after the earthquake.

77. Several delegations felt that issues affecting the growing adolescent population needed to be addressed more forcefully. It was also noted that no mention was made in the country note of the rights of children with disabilities. In response to inquiries about what was being done for children with disabilities, the UNICEF representative pointed out that measures were taken in the Gujarat emergency to ensure that disabled children had access to newly built schools.

78. Decentralization and reform in health care and other sectors were mentioned as important challenges. While praising the emerging thrusts in health sector programmes, one delegation felt that more efforts were needed in the area of childhood diseases such as diarrhoea. Another speaker requested that UNICEF should do more to encourage midwifery. Many delegations pointed to the need to improve overall immunization coverage, and UNICEF was requested to provide additional information on what was planned in EPI, especially in polio eradication. It was also felt that greater efforts at capacity-building and transfer of knowledge to partners, as well as clarification of the role and function of the Indian Ministry of Health in the context of UNICEF programmes, were required.

79. On the subject of cooperation in the area of health and child survival, the UNICEF representative said that recent assessments indicated that it was necessary to intervene across all sectors for the objectives related to the three targeted age groups — children under three years old, schoolchildren and adolescents. The solution to a health problem often rested in another sector as, for example, WES. She agreed that the rates of diarrhoea and upper respiratory infections were unacceptably high, accounting for 17 per cent of childhood deaths. This problem was being addressed through the IMCI component of the national health sector reform. In the area of immunization and polio eradication, there was the realization that to eradicate polio, commitment and coverage of routine immunization had to increase, and the Government had made polio eradication its top health priority. At the local level, UNICEF was helping to increase immunization coverage through its border district cluster strategy in 50 districts in the country.

80. One delegation felt that there should be an increased focus on the prevention of HIV/AIDS, while another speaker remarked that the goals set for HIV/AIDS were rather ambitious and called for more information on the specific activities of UNICEF and its partners in this endeavour.

81. Regarding HIV/AIDS, the UNICEF representative replied that the UNICEF role was crafted within the UNAIDS framework and theme group, which had been

expanded to include donors and bilaterals involved in helping the Government to develop strategies and policies. UNICEF planned to think "big and bold" in its response to the epidemic. The UNICEF comparative advantage was in the area of prevention of MTCT, and with UNFPA in life skills instruction, especially for adolescents in school, advocacy and communication. UNICEF was piloting these strategies in 11 medical research and health facilities. The Government led HIV/AIDS efforts, and UNICEF and other partners in the UNAIDS framework provided support.

82. Concern was expressed by one delegation that UNICEF might be overextending itself into too many programme areas, and requested more information on its comparative advantage in these areas.

83. The UNICEF representative pointed out that the nine programme areas mentioned in the country note were clustered around the three age groups mentioned in paragraph 79 above. She stressed that the United Nations agencies complemented each other and created synergy in the system. For example, in the area of emergency preparedness, the responsibilities of each agency had been identified. UNICEF would be putting into place elements of preparedness with regard to its core corporate commitments in education, health, and psychosocial and child protection.

84. There were no comments on the Maldives country note.

85. The Secretary, Department of Women and Child Development, Government of India, noted that the statements by the UNICEF representative showed the close working relationship between the Government of India and UNICEF. The country note highlighted the social policy changes relating to women and children taking place in India, which were being addressed through constitutional changes and the reform process of India's Ten-Year Plan. A national commission would address the needs of children, and the Supreme Court and the Commission on Human Rights were also looking carefully at the rights of children. The Government was keenly aware of the challenges listed in the country note and assured that these issues would be included in its development plan.

86. The Secretary stressed in particular that the Government had absolute ownership of the country programme strategy that was arrived at through an extensive consultation process. He also pointed out the difficulty in discussing results-oriented management without looking at the context in which it was taking place. With regard to reforms in the health sector, there was a need to improve the efficiency of the national health system. In particular, indigenous knowledge needed to be shared as it complemented standard modern health practices. He stressed the difficulty in maintaining a national health system in a country so large and so diverse. As far as programmes for adolescents were concerned, they needed to be holistic and focus not solely on HIV/AIDS awareness.

87. While welcoming the presentation of the CPR for Afghanistan at the September Board session, one delegation felt that as assistance to Afghan women and children was of the greatest importance, it would have been preferable to have it presented to the Board in June. The Deputy Executive Director responded that the new country programme for Afghanistan would begin only on 1 January 2003, and time was required to prepare it adequately. UNICEF was already discussing the preparation of the programme with the Afghan Interim Administration and the Special Representative of the Secretary-General.

Middle East and North Africa

88. The Executive Board had before it the country notes for Djibouti and Jordan (E/ICEF/2002/P/L.14 and E/ICEF/2002/P/L.15, respectively), which were introduced by the Regional Director for the Middle East and North Africa. He said that among the many challenges faced by the children of Djibouti were a severe drop in routine immunization rates, a low school attendance rate and an HIV/AIDS prevalence rate of 12 per cent of the total population, which was a very serious concern. The proposed programme of cooperation aimed to increase school enrolment, with a special focus on access for girls; provide parents with better information on rearing practices; strengthen national capacities to address malnutrition; reduce maternal mortality; and advocate an end to FGM. Preventing MTCT of HIV and raising youth awareness would be the main focus of the programme with regard to HIV/AIDS. In Jordan, where access to basic social services was generally very good, the programme of cooperation proposed to assist the Government in research and policy development to develop a database on children with special needs and a national youth strategy for leadership and empowerment. It also aimed to build local capacity for integrated ECD in the five governorates with low socio-economic indicators.

89. On the country note for *Djibouti*, delegations said that it corresponded with national priorities such as basic education, ECD and reducing school drop-out rates. They encouraged UNICEF to collaborate with bilateral agencies on AIDS prevention, especially in view of the added value of UNICEF in preventing MTCT. They also encouraged UNICEF to participate in an upcoming donor meeting on HIV/AIDS. The Regional Director confirmed that UNICEF would participate in the upcoming meeting on HIV/AIDS in Djibouti, and would emphasize the need for youth awareness and the importance of breaking MTCT. Although MTCT was the more developed of the two programmes at present, both areas were the focus for the programme.

90. Delegations said that the country note for *Jordan* was a well-written document that focused on child rights and the involvement of children in decision-making processes. They welcomed the focus on children in need of special protection and the situation of adolescents, supported the need for more data and statistics on children and women, and welcomed the move from a vertical to an integrated approach. Speakers said that the focus on ECD, adolescents and protection issues was in line with the country situation, the mandate of UNICEF and the MTSP priorities. In working with adolescents, they recommended that socio-cultural norms be taken into account. The Regional Director agreed that adolescent participation and empowerment were major elements not only of UNICEF, but also of donor programmes. He said that it was important that UNICEF programme with youth and not for youth. In that spirit, and as a starting point, UNICEF was planning to involve youth in all its planning processes, and hoped to develop practical mechanisms such as participation in schools and other forms of community life.

91. Delegations said that the gender and life cycle approaches were also priorities of the CCA/UNDAF processes, and welcomed the collaboration with UNFPA, USAID and other partners. The Regional Director replied that the Jordan country team had tried to develop a programme that brought together the gender and life cycle approaches, a difficult process that needed careful attention. UNICEF was aware of potential risks, but was looking forward to the advantages. With regard to

the UNDAF process, he said that the country programme had been very successful in bringing gender and, to some degree, the life cycle approach to the work of UNDAF.

92. To comments about the importance of capacity-building, the Regional Director acknowledged that it was a major concern, especially at the governorate level. The goal of UNICEF was a strong communication capacity at the governorate level which would bring together such various themes for public education and awareness as child care and the capacity of the governorate to develop strategies to respond appropriately.

C. Procedures for consideration and approval of proposals for country programmes of cooperation

93. The Director, Programme Division, introduced the proposed modified procedures for consideration and approval of proposals for country programmes of cooperation, as contained in document E/ICEF/2002/P/L.16, and highlighted its main features and advantages. The new proposed procedures took into account the timing of CCAs and UNDAFs by ensuring that these analytical and strategic framework documents were in place prior to designing individual agencies' programmes of cooperation. The new procedures were also expected to reduce the length of time and the workload for national authorities and UNICEF associated with the preparation of country programmes of cooperation.

94. The CCA and UNDAF would be the first formal steps in the process of country programme preparation. The UNICEF-assisted situation analysis of children and women would no longer be a formal step in the country programme process, but would be scheduled by national counterparts and UNICEF as a regular component of the country programme of cooperation, to take place at the optimum time. The country programme strategy meeting would now be held approximately 10 months before the beginning of a new programme instead of 16 months as was now the case. A draft country note of about 6-10 pages in length, including proposed funding allocations, would be presented by the regional directors to the Executive Board at its annual session in June. The Board would comment on the content of draft country note and approve the aggregate totals of estimated regular resources and other resources. Country offices and Governments would take the comments of the Executive Board into account when finalizing the country note between June to October. The revised country note would be posted on the Internet, together with a programme results matrix, which would link the expected key results to the MTSP and to the Millennium Development Goals. The Executive Board would be asked to approve the revised country note on a no-objection basis during its January session of the first year of the new country programme, unless at least five Board members have advised in writing of their wish to further discuss the note within six weeks of its posting.

95. Eight delegations took the floor to express full endorsement of the proposal for bringing the procedures for approval of country programmes in line with those of UNFPA and UNDP, for having CCAs and UNDAFs in place prior to the preparation of the country programmes of cooperation, and for lessening the workload for national partners and UNICEF. For the delegations, the proposal was an important step forward into the right direction.

96. One delegation expressed satisfaction with the progress in preparation of CCA documents, and reiterated the importance of synergy and coherence among United Nations agencies. Two delegations stressed the importance of UNICEF ensuring that UNDAFs reflected the MTSP and a focus on children's rights.

97. Two delegations emphasized that the goals of the country programmes of cooperation should be related to UNDAFs, PRSPs and other national priorities, and that more details on partnerships should be provided. It also appreciated the more flexible timing of the situation analysis of children and women. A description of lessons learned was considered important, especially an analysis of previous key results, or the lack thereof. While expressing satisfaction with the proposed length of the country notes, one speaker hoped that they would still be comprehensive. Another speaker suggested that information on CCAs and UNDAFs should be annexed to the country notes.

98. Two delegations welcomed the proposed results matrix, one of which recommended that it be included in the draft country note. Another delegation wished to see more details on the proposed format, as well as the indicators by which progress towards key objectives or targets would be measured. One delegation wondered how the budget presented in the draft country note could be approved in June, while the final country programme, as expressed in the revised country note, would only be approved later.

99. Two delegations suggested that discussions be held with UNFPA and UNDP to harmonize the terminology and format for describing country programmes of cooperation. One of the speakers also suggested that the secretariat should give sufficient notice to Executive Board members about the countries for which draft country notes were being prepared.

100. A delegation wished to know which procedures would apply if only one country wished to discuss the revised country note. The delegation also wondered how countries having difficulties in accessing the Internet would be able to have access to the revised country note. In view of the consideration of draft country notes during the annual Board session, the view was expressed that the timeline of conducting business of the Executive Board would need to reorganized.

101. In response to the comments and questions from the Executive Board, the Deputy Executive Director, Operations, said that discussions with other members of the UNDG would continue to further harmonize mechanisms and terminology. Similarly, on the difficulties of accessing the Internet in some countries, she clarified that this was not only an issue related to UNICEF documents, and that UNICEF would consult with the other UNDG agencies on how documents would be shared.

102. The Director, Programme Division, also responded by explaining that the strategy development, the strategy meeting and the drafting of the country note provided opportunities to discuss and reflect on the mutually supporting and reinforcing nature of the goals of the country note, PRSPs and national development priorities. He clarified that during the June session, only the aggregate totals of the proposed budgets would be presented, while the revised country note would reflect the comments made by the Executive Board.

103. The Secretary of the Executive Board provided various options for adjusting the order of business of the Executive Board and suggested that following

discussions with the Bureau, the Board would be kept informed about the proposed changes. (See annex II, decision 2002/4, for the text of the decision adopted by the Executive Board.)

D. Immunization: vaccine security

104. The Executive Board had before it a report entitled "Vaccine security: ensuring a sustained, uninterrupted supply of affordable vaccines" (E/ICEF/2002/6 and Corr.1), which was introduced by the Deputy Director, Supply Division. He said that the report focused on the changing market situation for vaccines, resulting insecurity in vaccine supply, and the implications for UNICEF supply operations and country programming. To ensure vaccine security, UNICEF would need to enter into firm, multi-year contracting with vaccine manufacturers. This, in turn, would require much greater emphasis on planning and monitoring, including accurate forecasting, improved capacities for vaccine management at national and subnational levels, communication to decision makers, and firm long-term pledges of financial resources to cover contractual obligations. The Chief of Immunization Activities, Programme Division, also stressed the importance of an assured supply of vaccines to immunization programmes.

105. Delegations expressed appreciation for the analysis made by UNICEF and endorsed its strategic approach. They encouraged UNICEF to continue its activities to ensure reliable vaccine supplies to the poorest developing countries. Some delegations indicated that their Governments were considering the implications of the issue for their contribution to UNICEF. Some speakers requested information on the accuracy of current forecasting and on the reasons why the Global Alliance for Vaccines and Immunization was providing newer vaccines. They also asked what was meant by "basic vaccines" as used in the report. The secretariat replied that "basic vaccines" were the traditional vaccines of national immunization programmes. Thus, providing such newer vaccines as hepatitis B and haemophilus influenzae (Hib) was equally important to child health. Recent analysis by WHO had shown that hepatitis B caused over 500,000 deaths annually due to liver disease, and that Hib-related pneumonia and meningitis contributed to another 500,000 deaths each year. UNICEF believed that all children should benefit from all available vaccines that provided major health benefits.

106. Speakers emphasized the need for UNICEF programmes to support capacity-building at national and subnational levels to ensure vaccine security, and said that UNICEF should act as a catalyst, empowering countries in the longer term to procure their own vaccines.

107. Some delegations commented on the importance of dialogue with vaccine manufacturers to advocate a balance between profit and public health and, in collaboration with WHO, to increase the number of producers, especially in developing countries. One speaker emphasized the need to establish clear, accurate lines of communication with the vaccine industry to avoid confusion and mixed messages. The delegation encouraged UNICEF to reach out to partners to study different long-term contracting options. The secretariat replied that it worked extensively with partners in planning immunization activities and in vaccine management. Commercial relations for the contracting of vaccines, however, were

managed directly between UNICEF and vaccine manufacturers, with technical support from WHO.

108. A number of delegations asked why this important issue had not been brought to the Executive Board's attention earlier. The secretariat said that the analysis had been undertaken quite recently. Since the Board's discussion of immunization at the annual session in June 2001, the secretariat had continued to analyse the situation and was presenting it now that the implications to UNICEF programming and operations were clearer. Delegations asked to be updated regularly on the implementation of the strategy.

E. Recommendation to the Executive Board: UNICEF Maurice Pate Award

109. The Deputy Executive Director, Operations, introduced the recommendation, as contained in document E/ICEF/2002/7. She noted that the Executive Board had established the Maurice Pate Award in 1965 in memory of the first Executive Director of UNICEF. The Award was originally given to recognize regional training institutes in fields benefiting children. In 1988 and 1994, the Executive Board revised the selection criteria to recognize:

(a) Extraordinary and exemplary leadership in advancing the survival, protection and development of children;

(b) Innovative and inspirational work;

(c) Action on a national or regional scale with the potential for emulation;

(d) Action that served to encourage voluntary and grass-roots activities.

110. The Deputy Executive Director then outlined the current selection procedure. Each year nominations are sought from the Governments of Board member countries, UNICEF representatives, regional directors and other secretariat offices, and National Committees for UNICEF. On the basis of these nominations, the Executive Director, in consultation with the Bureau, makes a recommendation to the Executive Board. The Award may not be conferred upon any Government or Head of State or Government or upon any United Nations organization or official. Due regard is given to equitable geographical balance among recipients over time.

111. The Deputy Executive Director explained that in early 2001, the Bureau of the Executive Board asked the secretariat to review the selection process and criteria to ensure that the Award was continuing to meet its purpose. The Bureau decided not to confer an Award for 2001 while the review was being undertaken. The review concluded that the purpose and selection criteria of the Maurice Pate Award remained valid, but that a modest revamping of the Award would be timely. Firstly, in order to make more explicit the recognition of leadership, it was proposed to rename the award "The UNICEF Maurice Pate Leadership for Children Award". Secondly, it was proposed that the selection criteria should be broadened to include, where feasible, recognition for organizations that involve children and young people in their operations. Thirdly, to make the Award a more strategic advocacy tool, it would be linked each year with one of the UNICEF MTSP organizational priority areas; and to ensure appropriate geographic balance, it was also proposed to try to match the chosen organizational priority with a geographic area. Lastly, to

compensate for the effect of inflation since the Award was last increased in 1984, it was proposed to increase its value to $50,000.

112. In the discussion that followed, one delegation expressed concern that the draft recommendation contained in the document referred to the Award recognizing leadership in the "advancement of children's rights", which suggested a move away from recognizing concrete achievements for children. The Deputy Executive Director responded that the recommendation should have read "advancement for children's rights to survival, development, protection and participation", as she had carefully pointed out in her introduction.

113. Another delegation welcomed the proposed revamping of the Award. In addition to the proposed changes, it suggested that a small selection committee be established composed of three to five notable figures who knew UNICEF well. The selection committee would work with the secretariat to decide which MTSP priority and region should be the focus of the Award and review the nominations received. The delegation also wanted the Award to be used to continue the past work of the recipient being recognized for it to be conferred in the region of the recipient to bring attention to the objectives of UNICEF. The delegation offered to work with the secretariat to develop a draft recommendation reflecting these revisions.

114. The Deputy Executive Director thanked the delegations for their helpful suggestions and said that she looked forward to working with them to revise the recommendation. (See annex II, decision 2002/5, for the text of the decision adopted by the Executive Board.)

F. Tribute to key actors of the Global Movement for Children: the role of volunteers in UNICEF National Committees

115. This agenda item was introduced by the Director, Regional Office for Europe, who said that although the International Year of Volunteers was over, the volunteerism that fuelled the 37 National Committees for UNICEF was a permanent feature of their work. The Committees, which were NGOs with their own voluntary executive boards, had extensive grass-roots networks of volunteers who sold cards, organized local events and advocated the cause of UNICEF. The strong volunteer ethic had many other tangible benefits, including highly cost-effective results in fund-raising and other activities, a tremendous spirit of creativity and innovation, and a high degree of decentralization. The volunteers encouraged UNICEF to be results-oriented and practical and clear in articulating its policies, programmes and strategies, all of which were prerequisites for the continued support for UNICEF by the general public. That, in turn, made UNICEF a truly global movement with grass-roots participation in programme and industrialized countries. The 37 National Committees currently contributed about one third of the total income of UNICEF, the majority of which came from the millions of people who bought cards and products, responded to direct mail appeals, left legacies, etc. In addition to a volunteer base that exceeded 100,000 committed supporters, the Committees also had a large and complex network of civil society relationships that helped their work in fund-raising, information, education for development and advocacy.

116. The Executive Director of the Danish Committee for UNICEF said that while the National Committees' volunteers were indeed a strong part of UNICEF, their sales and fund-raising work were planned and carried out by experienced and

professional paid staff. The Committees worked in an extremely competitive environment in which they tried to "sell" a United Nations agency to a public which very often saw the United Nations as remote, bureaucratic and inefficient. They were in competition with other good NGOs, with which UNICEF worked well in the field, but with which they competed every day for contributions. To meet that competition and to overcome the prejudice against UNICEF, they had to be as professional as their competitors in order to be able to contribute funds to the important work of UNICEF.

117. For decades, the traditional means of generating funds had been the sale of greeting cards and other products, he said, which were still important not only for raising money, but also as bearers of the UNICEF name and brand. That, in turn, was a solid basis for other types of fund-raising, which were by far the most important source of income for the Committees and which had grown dramatically over the last 10 years. The funds raised by the Committees were the direct result of professional fund-raisers, sales and marketing staff, and good administrators. These staff worked closely with PSD and the Regional Office for Europe, and with colleagues from other National Committees. The most effective tools for direct fund-raising varied by market, but included direct mail campaigns, programmes for monthly or other regular donations, emergency campaigns, radio and television appeals, advertising, special events, telemarketing, legacies, and door-to-door and street collections. These different means of fund-raising were constantly tested and evaluated so as to obtain the best results at the lowest possible cost.

118. To do this work effectively, the National Committees had to be able to show the "human face" of UNICEF, he said. They needed a clear identity for the organization, including the name and logo, good concrete results to report to donors, good human stories and as little bureaucracy as possible. Although they worked with and for a United Nations agency, they were not directly or legally part of the United Nations system. They had to operate a commercial business in the United Nations environment, which was not always very easy.

119. The Chief Executive of the Australian Committee for UNICEF said that while the 37 National Committees were as different as the 37 countries in which they worked, three common themes were fundamental to their work. First, the Committees were evolving entities, influenced primarily by the evolution of UNICEF, particularly the shift to a rights-based approach and United Nations reform. Second, in the face of increasing demands on UNICEF and declining levels of official development assistance (ODA), the Committees had been asked to increase the overall size of their contributions, especially to regular resources. Their challenge was to continue to sustain financial growth levels that were at least proportional to the increased needs of UNICEF and to a level that offset the decrease in ODA. Finally, to meet that challenge, the partnership between UNICEF and its National Committees would, by necessity, have to be even stronger.

120. In addition to their fund-raising, the Committees were an integral partner in the promotion, advocacy and marketing of the UNICEF mandate and message in the developed world, she said. They were involved in media relations, launched flagship publications, mobilized public opinion and provided "market intelligence" on public affairs issues in their respective countries. For example, in Australia, the Committee obviously did not provide basic services for children, but using the Convention on the Rights of the Child as a guide, it drew attention to the plight of the most

disadvantaged children in the country and participated in advisory bodies and other relevant groups. The Committee made presentations on such issues to parliamentary committees and government and opposition ministers.

121. Both the National Committees and UNICEF knew the value of their partnership, she said. The Committees looked to UNICEF for leadership and guidance, while there was a growing appreciation by headquarters and field office staff that the Committees could act as a catalyst for positive changes, for example, stronger reporting and timely communications, especially in emergency situations. The Committees strove to raise funds for the work of UNICEF on behalf children and women; defend the rights of all children, including children in their own countries; and maintain the dignity and work of UNICEF. They were working within an environment marked by increased competition for funds, including from domestic charities and other child rights advocacy groups, and a demand for corporate donations that outstripped supply. As competitive as that environment was, it could not detract from the larger purpose of UNICEF and the advocacy and fund-raising work of the Committees.

122. Many delegations expressed appreciation for the presentations on the work of the National Committees, saying that their work and contributions were extremely valuable, not only because of their important financial contributions to UNICEF, but also because of their information and advocacy work. A speaker said that the Committees were a link between multilateral organizations and civil society, and another said that through their advocacy and fund-raising activities, the Committees played an important role in improving the entire community's understanding of development cooperation in general and the work of UNICEF in particular. Another delegation said that the existence of National Committees was unique within the United Nations and explained the importance and visibility of UNICEF in world opinion. Several delegations suggested that the Executive Board have more regular discussions of their work and involve the Committees in all questions of direct concern to them.

123. A number of delegations commented on the work of the National Committees in their own countries. One speaker said that because of the work of more than 5,000 volunteers, the Committee had sold 7 million cards in the last year. Another delegation said that it enjoyed a close working relationship with its National Committee and supported the Committee in its work to educate schoolchildren about the Convention on the Rights of the Child. Volunteers from the Japanese Committee had supported the recent World Congress against Commercial Sexual Exploitation of Children, especially by taking care of children who travelled to Japan to participate.

124. A delegation said that it was important to reflect on a number of issues raised by the participation of volunteers in the National Committees: their need to receive up-to-date and accurate information on the results of UNICEF work in the field; the need to understand how the voices of the volunteers could be better heard within UNICEF and how they could be involved in the decisions regarding their activities; and the future challenge of how the volunteers could become real activists for the rights of children.

125. The Regional Director said he would ensure that the thanks and encouragement expressed by delegations would be shared with the thousands of National Committee volunteers. The secretariat had taken note of the suggestions for the continuing work of the National Committees, which would be discussed by the Standing Group at the

end of February. The Executive Director added her appreciation for the work of the Committees, each of which had its own unique character. In addition to the heads of the Australian and Danish Committees, she acknowledged the participation of the French, Irish, Italian, Spanish, Swiss United Kingdom and United States Committees. She said that the Committees were often represented at Executive Board meetings and made an important contribution. They provided a great deal of input, financial and otherwise, to UNICEF and allowed the organization to test its performance not only against Governments, but also against members of the general public. There had been an increasingly professional relationship between the secretariat and the National Committees in recent years, and she was committed to continuing that professionalization.

G. Private Sector Division work plan and proposed budget for 2002

126. The Executive Board had before it the PSD work plan and proposed budget for 2002 (E/ICEF/2002/AB/L.1). The report was introduced by the Director, PSD, who began by thanking the National Committees for UNICEF for their tremendous work, especially through their network of volunteers, to raise funds for UNICEF. He also highlighted the guiding principles for PSD's work plan activities for 2002. These included, among others, implementation of the Private Sector Fund-raising Task Force recommendations, i.e. fund-raising becoming PSD's number one priority supported by greeting cards; and the reorganization of the PSD structure and realignment of work processes to reflect the revised focus, as well as consolidation of the product development function, all financial services and most of operations support services in Geneva. The proposed restructuring would strengthen support for private sector fund-raising while reducing costs related to sales.

127. The majority of delegations which took the floor commended the work of PSD and supported the new initiatives outlined in the report. Welcoming the creation of the post of deputy director for private sector fund-raising, some delegations, however, questioned the reporting lines in the fund-raising area, especially from the chief, international accounts, to the new post. The Director responded that the chief, international accounts, would be reporting functionally to the deputy director for private sector fund-raising.

128. Many delegations expressed concern about the decline in the actual results compared to plan, especially in sales activity, and requested the secretariat to brief the Board regarding measures UNICEF was planning to undertake to reverse the trend. The Director clarified that PSD was committed to improve the contribution from sales through a number of initiatives including, among others, focusing on global institutions, reducing operating costs by increased outsourcing and the planned consolidation of functions in Geneva.

129. A number of delegations expressed concern about the optimistic PSD income forecasts for 2002 and recommended that the Executive Board approve the lower projection for both income and expenditures. Some delegations felt that in future, the annual PSD work plan and budget must be accompanied by a comprehensive medium-term (three to four years) business plan detailing development strategies for each activity, organizational and financial consequences, and related policy decisions. Delegations suggested that the Executive Director present a progress report on the development of the business plan at the 2002 second regular session. It

was suggested that respective amendments reflecting the above proposals be made to the final draft of the resolutions on the PSD work plan and proposed budget. The UNICEF secretariat agreed with the suggested changes to the draft resolutions.

130. While supporting the new strategies and initiatives implemented by PSD in the area of fund-raising, some delegations expressed the need for closer communication between UNICEF and local governments for improved knowledge of domestic practices, laws and regulations. The Director responded that UNICEF always maintained close contact with local government institutions, especially in the areas where new ideas were being tested.

131. In the wake of the shift in focus on fund-raising and the resultant decentralization, several delegations stressed the need to increase the accountability of National Committees for UNICEF. In this regard, an issue of institutionalizing of financial reporting was pivotal. This was also reflected in the revised resolutions. (See annex II, decision 2002/6, for the text of the decision adopted by the Executive Board.)

H. Pledging event

132. The Executive Director opened the third pledging event by stating that this year's event came at a crucial time as UNICEF rolled out the MTSP for the next four years and that securing sufficient resources were essential in delivering results-oriented programmes. She expressed gratitude for the strong support and confidence UNICEF received, as shown in the growth in regular resources from government donors.

133. The Executive Director expressed appreciation for the voluntary contributions made to UNICEF regular resources for 2001. She thanked 27 donor countries and 64 programme countries for their active support in providing contributions, which was seen as a reflection of their Government's support and of the importance they attached to the work of UNICEF. She paid special tribute to 18 donor Governments that increased their contributions, in particular, Governments which contributed an increase of 7 per cent or more. She further thanked six donor Governments which provided additional contributions towards year-end and encouraged all donors that could to consider providing end-of-year unallocated resources to UNICEF.

134. Twenty-four delegations made interventions: 7 delegations of programme countries and 17 delegations of donor countries. Including the pledges received prior to the pledging event, the secretariat received 51 pledges: 43 Governments gave firm pledges and 8 gave indicative pledges. In addition, 15 Governments provided payment schedules and 8 Governments gave tentative future year pledges.

135. Many delegations shared the concern with the decline in regular resources and encouraged increased support to regular resources. Several delegations expressed their satisfaction that the pledging event allowed better predictability in the context of the resource mobilization strategy and the multi-year funding framework.

136. In closing, the Executive Director expressed gratitude to all the delegations for their statements and their pledges announced during the session. A conference room paper (E/ICEF/2002/CPR.4) reflecting the pledges received prior to and during the session was distributed (see annex I).

I. Other matters

Briefing on International Conference on Reconstruction Assistance to Afghanistan held in Tokyo

137. The Executive Director briefed the Executive Board on the meeting, which she had attended earlier that week. The meeting had been co-chaired by the Governments of Japan, Saudi Arabia and the United States, and the European Union. The Prime Minister of Japan, the Secretary-General of the United Nations and Mrs. Sagato Ogata, former United Nations High Commissioner for Refugees, had addressed the meeting, which had been attended at a significantly high level by representatives of 61 countries and 21 international organizations. The Tokyo Conference had built on the results of several earlier meetings, including the Senior Officials' Meeting held in Washington, D.C., in November 2001 and the Afghan Reconstruction Steering Group meeting in Brussels in December. Prior to the official opening of the meeting, there had been a meeting of Afghan and international NGOs. During the meeting, there were several "breakout" meetings on different topics, including military demobilization, military and police training, demining, counter-narcotics and alternative development.

138. The conference had been attended by a significant number of representatives from the Afghan Interim Administration (AIA), lead by Chairman Karzai, who had made an impressive and impassioned opening speech, and including the Ministers of Finance and Development, among others. AIA, which would be in place for six months, had identified a series of priorities: (a) enhancement of administrative capacity, with an emphasis on the payment of salaries and establishment of the government administration; (b) education, especially for girls; (c) health and sanitation; (d) infrastructure, particularly roads and telecommunications; (e) reconstruction of the economic system, particularly the currency system; and (f) agriculture and rural development, including food security, water management and revitalization of the irrigation system. There had been much discussion about the issue of paying salaries, demining and the importance of increasing stability and security within the country. There was high recognition of the role played by the United Nations, especially the Special Representative of the Secretary-General, and the agencies, funds and programmes. There was recognition of the centrality of restoring the rights and addressing the needs of women.

139. There had been some differences of opinion among donors about the relationship between reconstruction and recovery and humanitarian issues. The conference focused on reconstruction and recovery over the next 10 years, although Mrs. Ogata had made clear in her opening remarks that there was a link with humanitarian action. The key document for the meeting was a preliminary needs assessment prepared under the auspices of the World Bank, UNDP and AsDB, with support from UNICEF for the health and education chapters. Participants had agreed that it was a useful document, but that further work was needed on a more comprehensive needs assessment, with more consultation with AIA.

140. The concluding statement of the conference indicated that some $1.8 billion had been pledged for 2002, with some donors making multi-year pledges. The 10-year assessment had identified needs of $15 billion over 10 years. Large pledges had been made by Australia, the European Union (both the European Commission and Member States), India, the Islamic Republic of Iran, Japan, Norway, Pakistan,

Turkey, Saudi Arabia, Switzerland, the United Arab Emirates, the United States and the World Bank, among others. There had been both good and bad news. The good news was that significant resources had been pledged, and there had been widespread recognition of the need to support AIA, whose members had made a strong presentation about their priorities, including salaries, security and education. The bad news was that not a great deal had been pledged for recurrent costs, salary support for getting the Government up and running or for security, all of which were important.

141. Leading up to the meeting, United Nations humanitarian and development agencies had worked together to see how they could support immediate needs. There had been an early trust fund — different from what would be the World Bank trust fund — to try to raise resources for salary support for government officials, teachers, health workers, and customs and police officers. About $20 million had been raised, and the first month's salaries had been paid earlier that week using money brought in suitcases because the central banking system did not exist in Afghanistan. It was one example of the many challenges faced.

142. While needs over 10 years were estimated at $15 billion, the United Nations funds and programmes and humanitarian agencies estimated humanitarian needs for 2002 to be $1.3 billion. The UNICEF portion was $150 million, of which $70 million had been raised to date. The agencies had agreed that there would be lead agencies within sectors to coordinate specific efforts. For example, UNICEF would be the lead agency for primary education and WHO for health, but within that area, UNICEF would take the lead in immunization, nutrition, water and maternal mortality. One example was the ongoing measles immunization campaign, which was also an opportunity to build capacities for routine immunization. The campaign had been completed in Kabul City, with over 600,000 children immunized in three weeks, and was continuing in other regions despite some difficulties caused by instability. UNICEF and WHO had trained 1,200 vaccinators and planned to train 10,000 more. In addition, there had been national immunization days in September and November, with over 4 million children immunized against polio in Afghanistan and over 30 million in Pakistan.

143. Another major focus of UNICEF was the back-to-school campaign. AIA had indicated that it hoped to see 1.5 million children, both girls and boys, start school when the school year began on 21 March. UNICEF, working with many NGOs and AIA, was undertaking a range of activities to support that effort. UNICEF was supplying teachers' and students' kits, slates, pencils, blackboards and textbooks (through a programme already under way in Peshawar, Pakistan, printing primary school textbooks for math and science, using a curriculum agreed by Ministry). UNICEF was also helping to identify teachers and would continue to support informal home schools which had operated under the Taliban, many of which would continue even after the formal schools had opened because the Government would not be able to get all the children into the public schools. The children were not waiting until 21 March; schools were opening up even now, especially for girls who were trying to catch up, and UNICEF was trying to supply them with materials as well. UNICEF would not be involved in significant physical reconstruction, but would support the modest rehabilitation of buildings or other places where children could study. The Executive Director did not think it would be difficult to find the 10,000 teachers needed, but paying teachers' salaries was another issue. UNICEF

was deeply committed to this major campaign. Having 1.5 million children start school on 21 March would be a confirmation of the new Afghanistan.

144. A delegation asked if UNICEF could draw on the new trust fund or other available funds to pay for salaries. The Executive Director said that existing mechanisms would be the primary means of funding. The UNDP trust fund, set up to meet immediate needs, had paid for the first month of salaries, although sh would have to ask the Administrator of UNDP if the funds had covered needs in Kabul alone or in other areas and to clarify the extent to which UNICEF could tap into that fund. UNICEF also would look for alternative funds for district health workers and teachers. More traditional means of funding would also be used, including the World Bank trust fund. In making pledges at the conference, donors had indicated that they would use existing mechanism, including multilateral and bilateral agencies and NGOs.

145. Another delegation supported the UNICEF focus on primary education, where it had a strong comparative advantage, and urged UNICEF to focus on alternative and informal education as well as formal schooling to help the generation that had been denied an education under the Taliban. The Executive Director replied that as the lead agency for primary education, UNICEF would coordinate efforts in this area. The home schools would need support, as the Ministry of Education wanted them to have the same curriculum as the state schools. While there would also be support for informal education and job creation for older students, up to 21 March and beyond, UNICEF would focus on supporting efforts to open state schools.

146. A delegation asked for more information on how to define the different phases of recovery, reconstruction and development aid, and the best use of resources. The Executive Director said that agencies were trying to avoid having sharp differences among the three areas because most emergencies were long-term situations. Providing food and cash as part of teachers' salaries were part of reconstruction, as was the return of displaced people. There was still a very serious humanitarian and security crisis in Afghanistan, which had experienced enormous destruction and drought. The United Nations would move ahead in areas such education and health, while also dealing with the humanitarian crisis, with the support of such important coordinating mechanisms as the Afghan Support Group, led by the Government of Norway. The speaker also asked about plans for building institutional capacities in the health and education sectors and what would be the UNICEF input. The Executive Director stressed the importance of supporting the Afghan administration, for example, by relying on national staff, training vaccinators, supporting the development of the cold-chain system, or training teachers for the opening of schools.

147. The delegation of Japan said that its Government, as the host of the conference, had shown a strong commitment to the reconstruction and development of Afghanistan. The conference had identified key priority areas, including health and girls' education, where UNICEF had a comparative advantage. The Executive Director acknowledged the leadership of Japan, which was the single largest donor to Afghanistan. She also expressed appreciation to the other donors.

Special Session on Children

148. The Executive Director asked for support for the Special Session on Children, scheduled to take place 8-10 May, and preceded by the Children's Forum on

6-7 May. To date, there was a budget shortfall of some $600,000, and she asked all delegations to consider contributing, especially those which had not yet done so. Preparations were in high gear, and there had been commitments by a number of Heads of State or Government to attend, as well a members of the private sector, including Bill Gates, Nelson Mandela and Graça Machel. To date, 44 million pledges had been received for the "Say Yes for Children" campaign.

Annual session 2002

149. The Secretary of the Executive Board said that the annual session would take place 3-7 June and would cover a number of important issues. The Board would take stock of the outcome of the Special Session on Children and its impact on the work of UNICEF. The main portion of the discussion would focus on results and performance management, looking at part II of the annual report of the Executive Director; the summaries of MTRs and major evaluations; a report on the evaluation function within UNICEF and how it would evolve in the context of the MTSP; a report of JIU on documentation; and reports on the two field visits of Board members, which would take place in the spring.

J. Closing of the session

150. The President thanked delegations for the high quality of the discussion, which had highlighted four main issues:

(a) The importance of dialogue with the regional directors during the session;

(b) The quality and content of the country notes, including suggestions as to how they could be improved;

(c) The emerging challenges of: (i) immunization and vaccine security; (ii) the situation in Afghanistan and the response of UNICEF within the United Nations system; (iii) the importance of National Committees for UNICEF and how to capitalize on their potential; and (iv) the problem of increasing contributions to UNICEF;

(d) Future issues, including relationships with the Bretton Woods institutions, the work of the Executive Board based on the MTSP and the outcome of the Special Session on Children.

III. Joint meeting of the Executive Boards of UNICEF and UNDP/UNFPA, with the participation of WFP[1]

A. Millennium Development Goals

Introduction by the Administrator of UNDP

151. The Administrator of UNDP, in his capacity as Chair of the UNDG, introduced the topic of the Millennium Development Goals (MDGs). He drew the attention of the delegations to the list of goals and indicators provided in the UNDG Guidance Note on MDGs. They constituted a comprehensive and universal framework which were endorsed by countries from both North and South and widely supported. The MDGs, therefore, were a statement of aspirations and provided a basis for measuring development effectiveness. They represented a common thread running from the Millennium Summit to the International Conference on Financing for Development to be held in March 2002 in Monterrey, Mexico — where financing for these goals would be discussed — and to the World Summit on Sustainable Development (WSSD), to be held in September 2002 in Johannesburg — where policies to reach those goals would be agreed. The MDGs served as a basis for realigning the work of the United Nations system and development actors, such as members of the Chief Executives Board for Coordination (CEB), including the Bretton Woods institutions and other partners.

152. The Administrator noted, however, that the MDGs should not be seen as a programmatic strategy, nor as a substitute for action on international and financial structures, nor as national development strategies. The MDGs should also not be regarded as a replacement for all the goals and targets adopted at United Nations conferences and summits.

153. The Administrator said that the Secretary-General had asked him to serve as "scorekeeper" for the goals in his capacity as Chair of UNDG. He would also, as requested by the Secretary-General, serve as "campaign manager" for a global campaign to support the MDGs. The UNDG agencies were being asked to help Governments prepare country reports on MDGs in cooperation with partner organizations, civil society and private sector entities. The first four such reports had already been published (on Cambodia, Cameroon, United Republic of Tanzania and Viet Nam) and preparation of another 14 was under way. The reports should be rooted in the country context and avoid a standardized, rigid approach. Local leadership and ownership should be the driving force behind the reports, which should be objective in assessing progress towards the MDGs at the national level and take into account actions by developed countries to facilitate attaining these goals through, for example, trade access, debt relief and foreign investment.

[1] The agenda for the joint meeting was agreed upon at a joint Bureau meeting held on 9 January 2002. The Bureaux decided that the theme of the joint meeting would be the priorities of the UNDG for 2002 and beyond in response to the triennial comprehensive policy review, with a specific focus on the Millennium Development Goals, CCAs/UNDAFs and harmonization and simplification of procedures. In addition, the Bureaux members requested that the joint meeting address the issue of staff safety and security and that the Boards be briefed on the outcome of the Tokyo Conference on Afghanistan. It was also agreed that the Bureau members of the WFP Executive Board would take part in the joint meeting, on behalf of the entire Board.

154. On the MDG campaign, the Administrator outlined two clear objectives: (a) to take forward the political will generated at the Millennium Summit into a public debate for support for development cooperation and poverty reduction; and (b) to stimulate dialogue on the reform of public policy for more "pro-poor" policies.

155. The campaign would cover both developed and developing countries, aiming for as broad a movement as possible, deeply rooted with Governments, civil society organizations and the private sector in each country. The role of the United Nations would be to support, not substitute for, local ownership in the campaign.

Comments by delegations

156. The presentation by the Administrator stimulated an interesting debate. Some delegations focused on the action of the international community to halve poverty through support for economic growth and social development. In that context, the importance of establishing a suitable macroeconomic policy environment and infrastructure to support private sector growth was highlighted. Other delegations stressed that capacity development in developing countries was essential for making development sustainable.

157. Some speakers noted that the MDG theme was a crucial instrument for tackling the public debate on development issues in both developed and developing countries. It was, however, necessary to ensure that the MDG reports were of high quality so that the MDGs would find their rightful place both in the inter-agency context and in intergovernmental forums, such as WSSD. National reports from the United Republic of Tanzania and Viet Nam provided good examples of the harmonization efforts of development partners.

158. A group of speakers linked the MDG discussion to the comprehensive triennial policy review on operational activities, which — thanks to greater efficiency in the delivery of technical cooperation, enhanced coordination within programmes and funds and streamlined rules and procedures — would help to fulfil the MDGs in conjunction with the CCA and the UNDAF.

159. Several delegations focused on the role of the MDG campaign in arguing for greater development effectiveness and larger amounts of ODA. The MDGs should highlight the challenges to developing countries in their external environment, specifically trade and debt. Delegations from developing countries maintained that the local context should be given appropriate weight in MDG reporting. Some countries also cautioned against MDG reporting becoming a new form of conditionality for the delivery of aid. One Rome-based delegate drew attention to the apparent inadequate treatment of the World Food Summit goal of halving the number of undernourished people by 2015 and sought clarification regarding its monitoring in the context of the MDGs.

160. One speaker expressed concern about the role of UNDP as "campaign manager" or "scorekeeper" for the MDGs, adding that perhaps this should be the responsibility of national Governments, rather than any one organization. Another speaker said that monitoring of national goals by each country would help to build capacity. The importance of ensuring that the goals of the United Nations were integrated with the full cooperation of recipient Governments was stressed. Concerning the delegation of authority and monitoring, another speaker felt that this could lead to the loss of institutional identities, which was key for advocacy efforts.

It was suggested, therefore, that the United Nations consider the establishment of its own "identity". The Administrator clarified that its role in monitoring the goals was in no way meant to detract from the role of the United Nations in capacity-building and that there was no new mandate. Part of the mission was to assemble data/statistics at the national level. Within the overall mandate of the General Assembly, the Secretary-General had given UNDG and UNDP the task of leading country team support in data collection. The Deputy Executive Director of UNFPA added that guidelines had been developed for the country teams in working with national Governments and that collaboration in monitoring by all involved was crucial. The Assistant Executive Director of WFP added that it was important to realize how poor statistics were in many regions. The level of information available at the central level did not always reflect the situation at the local level, and much investment was needed in that sector to allow for accurate monitoring of progress towards the MDGs.

161. The Administrator of UNDP acknowledged the support of many countries that had assisted in the development of the MDG framework and reporting methods. He emphasized that he looked forward to strong support from the regional commissions and from the United Nations Department of Economic and Social Affairs at the regional and global levels, especially with reference to statistical methods and information. The Administrator also noted that the preparation of MDG reports and the campaign would require a partnership with the other United Nations specialized agencies, funds and programmes and with the Bretton Woods institutions, as well as with civil society and the private sector. In that context, he saw a division of labour taking place whereby the Bretton Woods institutions would focus on macroeconomic policy issues and the United Nations would help monitor MDGs. It was important to note the conceptual and policy links between the PRSPs, MDGs and UNDAF. The Administrator also stated that the MDGs would not be the sole strategy and would not undercut work on achieving goals of other United Nations conferences dealing, for example, with reproductive health and food security.

162. The other members of the panel commented on the relevance of the MDGs to their work. The Executive Director of UNICEF said the MDGs were already being reflected in the UNDAFs and therefore by extension in the country programmes of the different agencies. The MDGs were entirely consistent with the MTSP that had been adopted by the UNICEF Executive Board in December 2001. The MTSP focused on five overriding global goals and UNICEF would report on progress in those areas. In terms of the agencies working together to support capacity-building, she said that the database used by the Government of the United Republic of Tanzania for its MDG report had originated in a database originally developed by UNICEF in Nepal and India and subsequently modified by UNDP and UNICEF. Now six other Governments in Africa were using the database, which they had modified to suit their own specific needs, with support from the two agencies. The Assistant Executive Director of WFP said that the MDGs helped to strengthen the programme's focus on the poor. For example, WFP had developed vulnerability analysis mapping, which, instead of general statistics at national level, provided information on the food situation at the regional and district levels and helped to target the poorest. Another important issue was the question of how relief and rehabilitation affected development. The UNDG agencies were engaged in this dialogue in conflict areas, particularly the Sudan, the Great Lakes region of Africa and Afghanistan. The Deputy Executive Director of UNFPA agreed with the

delegations which had expressed concern about the lack of a specific goal of access to reproductive health services as part of the MDGs. The UNDG had discussed the issue and requested country teams to include access to reproductive health services as an indicator in their country reports.

Concluding remarks

163. The President of the Executive Board of UNDP and UNFPA indicated that including the MDGs on the agenda of the joint session of the Executive Boards had been beneficial. The MDGs clearly represented a common framework for the work of UNDG. The consensus arising from the discussion was that the MDGs were not a replacement for a development strategy but were designed to measure progress and to help assess the effectiveness of aid.

164. The President emphasized that discussing the MDGs was not a mere statistical exercise but an important framework on which to build a set of goals that could actually drive the debate at all possible levels: globally; nationally, not only in developing countries but also in the developed world; and corporately, on the role the United Nations system had to play in realizing the MDGs. Many delegations highlighted the importance of the International Conference on Financing for Development and the WSSD as one single chain of events that should be carefully considered in an integrated manner.

165. Some delegations stressed the importance of ownership and the country context with regard to efforts by developing countries at the national level. As the Administrator noted, a standardized, rigid approach would not work. The issue of capacity development was underscored.

166. The President indicated that the debate should also be undertaken at the national level in developed countries, where it would be necessary to address the general public and structure the debate around the contributions that the developed world had been making towards realizing the MDGs. It was in developed countries, he stressed, that UNDP would have to fight aid fatigue, where the MDGs served the very important purpose of driving the debate. In addition, the debate should not be confined to UNDG but should be extended to the CEB, international financial institutions and the World Trade Organization.

B. Common Country Assessments/United Nations Development Assistance Frameworks

Introduction by Deputy Executive Director, UNFPA

167. The item was introduced by Deputy Executive Director, UNFPA, who said that the CCA and UNDAF were the backbone of the work of the entire United Nations development system. He cited the recent General Assembly resolution on the triennial policy review of operational activities for development (resolution 56/201 of 21 December 2001), which called upon all United Nations organizations to enhance their coordination and collaboration and affirmed the important roles played by these two instruments, with the CCA serving as a common analytical instrument and the UNDAF providing a common planning framework.

168. The CCA and UNDAF had already become an integral part of the programming processes of UNFPA, UNDP and UNICEF, he said, and steps were

being taken to ensure that they led to more collaborative programme development and ultimately formed the basis for individual country programmes. Yet there remained considerable room for improvement in the quality and strategic focus of the CCA/UNDAF process, and the agencies had taken steps towards this goal in 2001. The CCA/UNDAF Learning Network had intensified its work to identify and share good practices. Participants at a meeting of regional programme structures organized by the United Nations Development Group Office in December had discussed ways to involve the regional offices of the UNDG agencies in the CCA and UNDAF processes.

169. UNDG members recognized the need to improve the preparatory process and quality of the CCA and UNDAF and had made this a priority, he said. The agencies were exploring ways to strengthen the capacities of their country offices in that area and to ensure adequate support from the regional level. An inter-agency task force had been charged with revising the CCA and UNDAF guidelines. In the spirit of resolution 56/201, the task force would ensure that the revision process was inclusive, seeking the views of relevant United Nations bodies, member States and country team members. It was expected that the revised guidelines would be completed and approved by April 2002, and would include the integration of early warning and preventive measures as well as the MDGs.

Comments by delegations

170. Delegations recognized the enhanced collaboration and integration that the CCA/UNDAF had facilitated to date, not only among United Nations agencies but also with national Governments, the World Bank, bilateral donors and other development partners. There was consensus that development cooperation should be based on the poverty reduction strategies, including PRSPs and that the CCA/UNDAF should serve as a means of achieving this alignment, with the CCA leading the way and the UNDAF serving as a country-level United Nations business plan that defined how UNDG members planned to collaborate with national Governments, with each other and with external partners to support poverty reduction goals. There was also a call for UNDG agencies to intensify further collaboration and coordination of activities, particularly at the country level and in emergency situations. One delegation expressed disappointment with the low number of UNDAFs prepared so far and wanted to know how existing ones were being implemented. Another spoke of the need for greater flexibility and suggested that more resources needed to be set aside at the country level to improve the quality of the documents. One delegation said it was pleased with the emerging quality of the CCA/UNDAF but wanted to hear more about its role and impact, to understand how it contributed to better understanding of country situations. This was echoed in the comments of another delegation, which asked for concrete examples of how data gathering and assessments carried out by one agency could be effectively shared with and used by another.

171. Several delegations remarked on the need for stronger national ownership of the CCA/UNDAF process, citing similar findings in the Nordic assessment carried out in 2001. They said that programme countries must take the lead in identifying their own development needs as well as possible strategies for meeting them. The resident coordinator system was singled out as one of the best ways to enhance the involvement of national Governments in their own development planning, and calls were made to strengthen that system even further. Finally, there was concern that the

UNDAF might just be increasing workloads and adding another layer of bureaucracy.

172. The Deputy Executive Director of UNFPA agreed that better quality of analysis and strategic thinking were needed, and that UNDG members must enhance the capacities of their country teams to harmonize their activities with those of the World Bank and national development partners. He acknowledged that flexibility was important and that the CCA was not always necessary if some other type of suitable assessment already existed. The message to country teams, however, was now clear: the CCA/UNDAF process was no longer optional. UNDG agencies would now review programmes according to the CCA/UNDAF and they expect tremendous improvement in the quality of those documents.

173. The Executive Director of UNICEF said she understood the call for more UNDAFs but stressed the importance of drawing lessons from existing ones. Although the CCA process could be somewhat more flexible and all UNDG members were looking to see which elements of their procedures were no longer necessary, the MDGs were about poverty and social development while PRSPs were often heavily focused on economic development. Since the CCA and UNDAF addressed the more social side of development, it was important to make sure the MDGs were built into the CCA and the UNDAF to better reflect what needed to be done.

174. The Assistant Administrator of UNDP said that improved communication was the best way to encourage greater national ownership of the CCA/UNDAF process. Broader ownership was needed within the United Nations system as well. Responding to concerns about increased workloads because of the UNDAF process, he said that while the concerns were well founded, the benefits of greater coordination among UNDG members would eventually outweigh the costs.

175. The Assistant Executive Director of WFP said that the Programme was fully committed to CCA/UNDAF and to SWAPs in general. However, UNDG members must be realistic; sometimes joint programming was possible and sometimes it was not. He then offered an explanation as to why ownership of the CCA/UNDAF process by national Governments was not as strong as some might hope. The process was introduced at the same time that core funding was being reduced, so Governments were being asked to do more work with less financial assistance.

Concluding remarks

176. The President of the UNICEF Executive Board summarized the major points of the discussion. He began by listing some of the advantages of the CCA/UNDAF, saying that these instruments: (a) unified the response to a particular country situation, and were extremely useful for the United Nations as well as for bilateral donors and other international organizations; (b) provided a national context for the MDGs; (c) served as the United Nations business plan with regard to national poverty reduction strategies, including PRSPs; (d) allowed for synergies and sharing of experiences among United Nations; and (e) constituted a dynamic, ongoing process that allowed for the accumulation of lessons learned. The challenges that lay ahead included: (a) the need for more work to ensure greater convergence of the CCA/UNDAF with poverty reduction strategies; (b) the instruments must be reflected in more measurable terms, to allow for monitoring of progress and implementation; (c) ownership must be strengthened at the local level and within the

United Nations system; and (d) greater collaboration was needed at all levels, particularly at the country level.

C. Harmonization and simplification of procedures

Introduction by the Executive Director of UNICEF

177. The Executive Director of UNICEF said that this joint meeting provided a unique opportunity for so many of the key stakeholders in the UNDG development partnership to have an interactive dialogue. It was clear from the earlier discussion that the United Nations, and the UNDG agencies in particular, were responding to the challenges presented in the Secretary-General's reform initiatives, to the call of Member States in the triennial policy review and to the directions established by the individual Executive Boards.

178. She said that in addition to bringing together key United Nations development partners in the broader context of UNDG and UNDG Executive Committees, including important specialized agencies, the organizational structure of the UNDG also provided a platform for active dialogue and collaboration with the World Bank. Through the CCA, an analytical framework had been established in 93 countries, the UNDAF had become the basic tool for programme planning in 48 countries, and United Nations Houses had been established in 46 countries. There was an improved resident coordinator selection process, and mechanisms were now in place to evaluate performance, monitor and share results, and discuss future directions. She stressed the importance of the international consensus on development goals and targets that had emerged around the Millennium Declaration and the outcomes of other major international conferences, including the 1990 World Summit for Children and the upcoming General Assembly Special Session on Children.

179. The Executive Director acknowledged that while progress had been made in harmonization and simplification, the potential existed for further increases in efficiency and effectiveness. Significant achievements had been made in the following areas: common budget formats and budget terminology; agreement on key definitions and modalities for joint and collaborative programming; and common guidance on key areas of country-level coordination. To illustrate the last point, she reported that earlier in the week, the UNICEF Executive Board had approved a simplified process for the preparation, consideration and approval of country programmes of cooperation, harmonized with the one approved by the UNDP/UNFPA Board in 2001. The revised process would reduce the length of time and workload involved in the design of new programmes of cooperation for national authorities and the relevant United Nations agencies while at the same time preserving and promoting a sound programming process. As a result, it was expected that the revised process would help to eliminate overlaps in phasing and reduce duplication among documents, factors that burdened the previous process. Such changes, she said, responded directly to the calls for harmonization and streamlining of programme procedures, and greater strategic focus and results orientation.

180. She said that while the broad structures of CCA/UNDAF were well established, it was now time to focus on the details of how the agencies operated at the country level and how to improve support to Governments. The triennial policy review highlighted the importance of further work in a number of areas where

agencies could simplify and harmonize the way they did business, including: decentralization and delegation of authority; financial policies and procedures; procedures for implementing programmes/projects, in particular monitoring and reporting requirements; common shared services in country offices; and the recruitment, training and remuneration of national project staff. Though not a simple task, she stated that it was being undertaken enthusiastically because it made sense and would improve efficiency and effectiveness.

181. The Executive Director then reported on actions being taken by UNDG in response to the resolution on the triennial policy review. The UNDG Executive Committee had recently approved a results-based work plan for 2002 that included, as an important priority, the triennial policy review, and the tasks identified would be carried out primarily through the UNDG Programme and Management Groups. In addition to the priority need to strengthen the country programme processes of CCA and UNDAF, the bulk of the work over the course of the next couple of years would be in the areas of simplification and harmonization of procedures. The process would identify those areas where complexity or lack of harmony in programme modalities and practices constituted an impediment to working together, or where they created constraints to efficiency and effectiveness.

182. In conclusion, she said that an initial programme of work, prepared in consultation with key partners, including Governments, would be presented to the Economic and Social Council at its substantive session of 2002. In the end, success would be determined by improvements in the capacity to deliver services. While the UNDG agencies had to ensure that simplification and harmonization added value to their work, she said that in some areas, it might make more sense to rationalize their involvement and for each one to focus on those areas and approaches where they had a comparative advantage. The UNDG had already begun the process of revising and updating the CCA and UNDAF guidelines, and among the guiding principles for the process was the need to ensure a flexible process that reduced the burden on all partners.

Comments by delegations

183. The Vice-President of the WFP Executive Board said that in view of the mission of WFP to ensure the provision of emergency and development food aid to vulnerable populations and to rehabilitate disaster and conflict areas, harmonization with the work of other organizations was essential. On numerous occasions, WFP had stressed the importance of harmonization, and was working to implement the relevant recommendations. He acknowledged that detailed methods might require some changes on the part of the organization, but at the current stage of the reform process in WFP, harmonization could be pursued effectively. The governance project established by the WFP Executive Board was addressing the issue of harmonization and simplification of procedures in connection with the recommendation (one of 22) on reviewing programming principles for WFP country programmes.

184. Delegations recognized the importance of efforts by United Nations operational agencies to harmonize and simplify procedures, as well as the progress made to date. A speaker stated that the Secretary-General's report recognized the need for a real breakthrough in this area. He welcomed the resolutions adopted by the General Assembly, which were especially strong in advocating for increased simplification and harmonization, and pointed the way forward for years to come.

While expressing their support, however, some speakers noted that there was still a lot of work to be done. For example, there was a need for more coherence in efforts by the United Nations, especially in view of the overall reduced level of regular resources. In that connection, one delegation urged the funds and programmes to accelerate efforts to reduce costs. A speaker raised a question about whether harmonization procedures were flexible enough, bearing in mind the differences in country situations. While recognizing the benefits of harmonization, another speaker wanted to know why the process was being implemented through the triennial policy review. Since harmonization and simplification were only the means to achieve the goals, success would be determined by the improved ability to deliver services.

185. Another speaker reported on his Government's involvement in the harmonization of donor procedures, in cooperation with the World Bank and other donors. It was important, he said, for United Nations agencies to participate in wider forums and he wanted to know about plans in this area. The Executive Director of UNICEF replied that generally speaking, harmonization and simplification remained within the broader United Nations context, and that its membership would continue to expand. Concerning the range of donor procedures, she said that this needed to be looked at as well. The Deputy Executive Director of UNFPA reported that consultations had been held with the World Bank, the Bretton Woods institutions, bilateral agencies and regional development banks. There was also scope for working more closely with the Organisation for Economic Co-operation and Development/Development Assistance Committee.

186. Many interventions addressed the harmonization of programme cycles and the programme approval process. Several delegations commented positively on the recent approval by the Executive Boards of UNICEF and UNDP/UNFPA of their programme approval processes, and encouraged other organizations to join in this effort, which would facilitate work for all partners. One speaker also said that to further improve the process, perhaps the rules and procedures should also be harmonized, although there could be some flexibility in this regard. A delegation remarked that WFP was not following the harmonization of programme procedures as closely as the other funds and programmes, and asked whether this situation would change. The Executive Director of UNICEF responded that UNDG was not in a position to tackle all of the issues in the area of administrative procedures and personnel policies, but had begun to look for some harmonization in those areas. They would be reviewing this systematically with senior staff to determine where streamlining was possible. Specifics would be provided at a later date. The President of the WFP Executive Board, who was also chairing this part of the meeting, assured delegations that the WFP Board followed developments in the New York Executive Boards very closely, but it had a different schedule of meetings and work plan than the New York Boards. Harmonization and simplification were to take place in connection with the WFP governance project in spring 2002. The fact that WFP also reported to the Food and Agricultural Organization of the United Nations complicated its work, as the FAO General Conference took place biannually. The Assistant Executive Director of WFP added that the Programme had been fully involved in all the UNDG discussions in countries where it has a development protofolio and in New York through its New York liaison office. The Governance Project of the WFP Executive Board also includes among its 22 recommendations a specific recommendation on Country Programming and on interfacing with the FAO.

All recommendations of the Governance Project are expected to be implemented by the Year 2005.

187. Speakers placed particular importance on the discussion of the programme of work for simplification and harmonization. According to the relevant resolution, the Executive Boards of the funds and programmes were to be involved in the process, and a delegation wanted to know how this interaction between agencies and governing bodies would function. The same speaker wanted to know how to ensure that progress was made and how it should figure on Board agendas. In response, the Executive Director of UNICEF said that the Executive Boards of the funds and programmes would be engaged through their annual reports to the Economic and Social Council. The secretariats would have to submit any proposed changes to their Boards for approval.

188. On the institution of joint meetings of the Executive Boards, one speaker said that the present meeting showed that scheduling a whole day for deliberations was warranted. He said that next year, preparations for the meeting, i.e. the agenda and any background papers, should begin well in advance. The joint meeting was an ideal forum for the discussion of issues such as harmonization and simplification. It was suggested that legal formalities be explored as the joint meeting had no decision-making role, and that perhaps delegations should be able to make recommendations. The Executive Director of UNICEF said that it was up to Member States to bring the issue of joint Board sessions to the attention of the Economic and Social Council, including its role. The identification of appropriate subject matters for a joint session might prove difficult in view of the different mandates of each of the funds and programmes.

189. On the subject of joint offices, one delegation remarked that where agencies had small programmes there seemed to be a fear of a loss of identity, and asked whether any thought had been given to this concern. Another speaker supported the rapid implementation of common premises or a United Nations House. He highlighted joint work in his country and two others, especially in the aftermath of Chernobyl, and appealed to the funds and programmes to continue efforts to implement the United Nations strategy there. The Executive Director informed that UNDG was embarking on a feasibility study on joint offices.

190. A delegation suggested that the funds and programmes consider joint field visits by their Executive Board members. The same speaker also called for better inter-agency coordination and wanted to know what was envisaged to streamline the process. The need for joint evaluations was also stated. While agreeing with the notion of joint field visits, the Executive Director of UNICEF felt that they would focus more heavily on coordination issues, with programmatic matters of secondary concern. It might be possible, however, to organize joint field visits by Board members that took both into account.

191. The modification in the resident coordinator competency assessment was welcomed. The view was expressed that this would lead to improved competency of candidates and, hopefully, to an increase in the number of women candidates.

192. Several speakers raised the issue of financial reporting. Concern was expressed that the use of different software and rules could lead to high transaction costs. Another speaker stressed that the goal was to reduce costs while maintaining programmatic effectiveness. The Executive Director of UNICEF said that one way

to help reduce transaction costs would be to reduce donor reporting, especially for programmes funded from specific-purpose contributions. She said that some progress had been achieved, but more remained to be done. This was an area in which there was a real need for simplification and she urged donors to look at this.

193. Questions were also raised about what was being done in the following areas: (a) harmonization in the area of information technology, especially in terms of upgrading systems; (b) facilitating staff mobility across organizations; (c) the use of evaluations/lessons learned and of appropriate evaluation methodology, and how to measure the success of UNDAF; and (d) simplifying donor procedures, and sharing of knowledge, methodologies and lessons learned to inform both donors and programme countries alike. Another speaker wanted to know what were the most pressing priorities. Regarding harmonization in the area of information technology, the Executive Director of UNICEF said that it was on the organization's "to do" list. UNICEF had established a New York-based coordination group to deal with the issue. Staff mobility across organizations was already being facilitated by having resident coordinators appointed from other agencies and through the Inter-Agency Mobility Programme. She agreed that more could be done in the area of evaluation and sharing of information and technologies, especially reporting on results.

Concluding remarks

194. The Vice-President of the WFP Executive Board provided a brief summary of the introductory statements. The Executive Director of UNICEF had addressed progress made to date on simplification and harmonization aimed at reducing costs and building national capacity, while stressing government ownership of the process. She also outlined the next steps to be taken by the UNDG, which would be reported to the Economic and Social Council at its substantive session of 2002. The Assistant Executive Director of WFP had outlined the work plan and said that the review exercise on the harmonization of programming cycles was under preparation. Following consultation, a report would be prepared by October 2002. The President also noted some of the comments made by delegations during the deliberations, including the need for further efforts in harmonization and simplification, the devolution of authority, staff mobility and shared office space. In their responses, the heads of the agencies said that they were fully committed to holding joint meetings and were ready to work with their respective Bureaux on preparations for future meetings. They also agreed that any reports should be prepared well in advance of the meeting.

D. Staff safety and security

Introduction by Assistant Executive Director, WFP

195. The Assistant Executive Director, WFP, said that while the events of 11 September had called into question the adequacy of security standards world-wide, they should not overshadow the substantial progress made in terms of security by the United Nations in the past year. A series of initiatives begun at inter-agency level had progressed to the General Assembly, resulting in the development of the Minimum Operating Security Standards and Minimum Security Telecommunications Standards; recommendations for improving collaboration on staff security between

United Nations organizations and their intergovernmental organization or NGO partners; and the establishment of an inter-agency forum on aircraft safety.

196. Another major accomplishment had been the agreement resulting from a request by the General Assembly in December 2000 asking the Secretary-General and the heads of United Nations agencies to develop effective cost-sharing arrangements for the United Nations security management system. The new arrangements, which would rationalize the deployment of 100 field security officers, had taken effect on 1 January 2002. Since then, the operational agencies had held weekly conference calls with the Office of the United Nations Security Coordinator (UNSECOORD) to determine the best distribution of security resources within the United Nations system. The United Nations and five agencies — UNDP, the Office of the United Nations High Commissioner for Refugees, UNICEF, WFP and WHO — accounted for over 75 per cent of field staff. Based on an agreed formula, of the $53 million in total security-related costs for the biennium, the United Nations would pay $11 million and the other five agencies $31 million, leaving $11 million to be shared by the remaining 21 agencies.

197. In addition, he said, the General Assembly had recently requested the Secretary-General to prepare a comprehensive report on the establishment of a clear mechanism of accountability and responsibility, including scope, depth, common standards and methods of enforcement, in an inter-agency structure. The members of the High-Level Committee on Management (HLCM) had defined terms of reference for the establishment of a robust governance mechanism to ensure that adequate staff security was managed effectively within the United Nations system.

198. Real accountability rested with the perpetrators of crimes against humanitarian workers, he said. Since 1992, United Nations agencies had lost 204 civilian staff to violence and today, staff continued to be detained, attacked or killed in the exercise of their duties. Member States and the agencies must continue to advocate in all forums that host Governments exercise their responsibility to ensure the safety and security of humanitarian workers and to bring perpetrators to justice. The question of the neutrality of staff must be kept in mind. United Nations staff needed protection by States as well as by their own security officers. There must be a culture of protection of United Nations humanitarian personnel, in terms of a legal framework but also within communities.

199. A representative of UNSECOORD said that good security required adequate resources. Given the recent changes to the management, structure and resources of its security, the United Nations was now in a position to do a better job in this area. The result would save the lives of staff members, six of whom had been killed last year.

200. A speaker said that good security depended on close cooperation between all agencies on the ground. A flexible approach was needed, but each agency did not need its own full-blown security apparatus. The system needed clear and open communication, with well-defined lines of responsibility and accountability. She asked what mechanisms were being developed or had been put in place in response to the request for the report on accountability. Another stressed the accountability of host Governments and said that the United Nations must do everything possible to allow its staff work in safety. One problem was the chronic mistrust of United Nations staff and NGOs in some communities. She welcomed the increased attention to the issue by the Security Council, the Fifth Committee and the Advisory

Committee on Administrative and Budgetary Questions. A third delegation added that the Sixth Committee was also working to strengthen the Convention on the Safety of United Nations and Associated Personnel.

201. The representative of UNSECOORD said that the present system of accountability was a documented policy detailed in the Field Security Handbook, with the Secretary-General ultimately accountable. A Designated Official in each duty station, responsible for all staff members, met frequently with the Security Management Team, including the heads of agencies, in the duty station. UNSECOORD was preparing a proposal to strengthen this system, which would be presented first to the February inter-agency meeting and then to other bodies, including the HLCM, for final approval. The Assistant Executive Director, WFP, said that issue of accountability must be widened so that the authors of crimes against staff could be brought to justice.

202. The Deputy Executive Director, UNFPA, said he understood from personal experience how important the issue was, having been attacked himself and also having had to negotiate for the safety of staff during his career. It was important to have good support and communication and to use good judgement. He stressed that local staff often helped to saved the lives of international staff and themselves needed proper support. The Executive Director, UNICEF, stressed the changing environment in the world, which was marked by internal conflict, less respect for humanitarian workers and killings and abductions that happened with impunity. In this context, the safety and security of its staff must be central to the work of the United Nations. The agencies took seriously the issue of accountability, but needed the ability to make decisions at field level, where they often had to be made quickly. The Administrator, UNDP, said that the heads of all the agencies felt deeply about this subject and had long been troubled by the lack of resources. As the United Nations was embarking on a major mission in Afghanistan, these issues would become even more important.

Summary by the President

203. Summarizing the discussion, the President of the UNICEF Executive Board said there was strong consensus to address the problem of staff security, with the most important bodies of the United Nations taking a stand on it. These included the Security Council, the General Assembly and now the Executive Boards of the funds and programmes, which were part of the Economic and Social Council. The discussion had raised a wide variety of issues, including:

(a) The question of responsibility, with the host country bearing prime responsibility for the safety of United Nations personnel;

(b) The question of accountability, which would require further discussion, based on the report of the Secretary-General that was under preparation;

(c) The issue of financing and who would bear the costs for improved security, and whether this would be from regular budget or alternate mechanisms;

(d) There was a complex system of cooperation involved, not only within the United Nations system but with the Governments of host and donor Governments;

(e) The decisions to be taken on the institutional structure within the United Nations and any necessary changes to that system.

E. Other matters

Briefing on the Tokyo Conference on Afghanistan

204. The Administrator, UNDP, briefed the Executive Boards about the International Conference on Reconstruction Assistance to Afghanistan, which had taken place in Tokyo on 21-22 January. He said that the Conference had been an extraordinary success for the entire United Nations family, marked by high-level attendance and strong support from donors, with a total of $1.8 billion pledged for the first year and $4.5 billion in multi-year pledges. The conference, which had focused on recovery and reconstruction because immediate humanitarian needs were covered by other appeals, had raised a number of issues about the recovery effort. First, given concerns of the Interim Administration about time, follow-up would be critical. There was also some scepticism among donors about the plausibility of the recurrent costs cited by the Interim Administration, as well as questions about how money much the new Government could plausibly spend well. The UNDG, the AsDB, the World Bank and some donors had argued that peace-building was more than the sum of a group of projects. The critical link was to restore trust in the central Government, because projects alone would not substitute for the Government meeting the needs of its people. The relationship between Government and people was at the heart of peace-building in Afghanistan.

205. Security was one of the most critical and most difficult development challenges and a major concern to all Afghans, he said. They wanted law and order in their villages, community policing and a justice model. Other priorities were to get children back to school by 21 March; the recovery of the agricultural economy; the creation of economic activity in the form of public works — a "peace dividend"; and demobilization, demining and the return of refugees.

206. From the perspective of the United Nations, he said, the conference had ensured for the first time that there was adequate focus on and funding for relief and reconstruction. It was the first time that the gap between the two had been bridged successfully. There were two sides to the peace building effort, and Mr. Lakhdar Brahimi, Special Representative of the Secretary-General for Afghanistan, would work with the Interim Administration, which would be in charge of the entire process, consulting on such issues and priorities as programmatic frameworks and the use of the trust fund. Decisions about development thus would not be politicized. The Secretary General's appointment of Nigel Fisher of UNICEF as Deputy Special Representative for Humanitarian Affairs in Afghanistan was especially welcome because he had a mandate for coordinating developmental and humanitarian operational activities.

207. In closing, he mentioned the wide-ranging support from traditional and non-traditional donors at the Tokyo Conference, citing contributions from Saudi Arabia, India, Pakistan and the Islamic Republic of Iran as examples of south-south cooperation.

208. Delegations expressed appreciation for the renewed commitment by the United Nations and by donors to Afghanistan, stressing, however, that peace still had not been secured and that the international community had to support the political process to ensure security in the country. One delegation said that the refugee dimension must not be forgotten, given the large number of refugees in neighbouring countries. The speaker expressed the hope that efforts to rebuild

Afghanistan following over two decades of devastation would lead to an atmosphere of peace and security. Reconstruction of the ruined infrastructure was a concrete action that would contribute to strengthening the central Government. Intensified international cooperation would be required to materialize the reconstruction plans. Another speaker said that the cooperation between United Nations agencies and the amount of resources pledged was impressive. However, her country knew from experience that once the acute emergency phase of a disaster was over, a lot of the impetus could be lost. A delegation stressed the importance of ongoing coordination of United Nations activities, and that the coordination framework should include the United Nations Office for Drug Control and Crime Prevention.

209. The Administrator, UNDP, said the United Nations must deliver on its pledges and make sure they are translated into programmes. Information would be provided through the internet, in cooperation with the Interim Administration, thus ensuring the ownership of the Interim Administration. He thanked the Government of Japan for its support, and expressed special thanks to Mrs. Sadako Ogata, former United Nations High Commissioner for Refugees, who had chaired part of the conference.

Tribute to Catherine Bertini

210. The Executive Director, UNICEF, paid tribute to Catherine Bertini, Executive Director of WFP, who would be leaving that position at the end of her term in April. She said that Ms. Bertini, who was a fellow New Yorker, had provided strong and effective leadership for WFP, which was now the world's largest humanitarian agency.

Annex I

GOVERNMENT CONTRIBUTIONS TO REGULAR RESOURCES FOR YEARS 2000 TO 2004: Actuals and Indications
Pledged and/or paid as at 24 January 2002
(Expressed in thousands of currency pledged and in United States dollars equivalents)

(This matrix shows firm pledges and indicative pledges from member States. A number of countries, unable to make pledges at this time, indicated expectations that their contributions would be equal to or exceed the current level of support.)

Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Afghanistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Albania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Algeria	25.0	25.0 (j)	20.0	20.0 (e)	20.0	20.0 (e)	0.0	0.0	0.0	0.0
Andorra	13.3	13.3 (j)	14.1	14.1	0.0	0.0	0.0	0.0	0.0	0.0
Angola	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Antigua and Barbuda	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Argentina	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Armenia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Australia	4,672.0	3,033.8 (f)	4,800.0	2,823.0 (f)	4,860.0	2,479.6 (f)	0.0	0.0	0.0	0.0
Austria	1,090.1	1,011.4 (j,m)	1,090.1	1,014.3 (f,m)	0.0	0.0	0.0	0.0	0.0	0.0
Azerbaijan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bahamas	1.0	1.0 (j)	1.6	1.6	0.0	0.0	0.0	0.0	0.0	0.0
Bahrain	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bangladesh	32.0	32.0 (e)	34.5	34.5 (e)	34.5	34.5 (f)	0.0	0.0	0.0	0.0
Barbados	0.0	0.0 (b)	8.0	4.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Belarus	5.0	5.0 (j)	5.0	5.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Belgium	3,148.2	2,776.5 (f,l,m)	3,396.1	3,054.2 (f,l,l,m)	2,478.9	2,182.1 (f)	2,478.9	2,182.1 (f)	0.0	0.0
Belize	37.8	37.8 (j)	0.0	0.0 (b)	0.0	0.0	0.0	0.0	0.0	0.0
Benin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bhutan	21.0	21.0 (c,j)	12.1	12.1 (e)	13.5	13.5 (e)			0.0	0.0
Bolivia	10.0	10.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bosnia and Herzegovina	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Botswana	26.0	5.7 (f,j)	52.0	9.4 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Brazil	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
British Virgin Islands	0.0	0.0	1.5	1.5 (c,j)	0.0	0.0	0.0	0.0	0.0	0.0
Brunei Darussalam	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bulgaria	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Burkina Faso	7.2	7.2 (j)	1.4	1.4 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Burundi	1,000.0	1.3 (j)	1.3	1.3 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Cambodia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Cameroon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Canada	13,500.0	9,081.1 (j)	13,500.0	8,598.7 (f,g)	13,500.0	8,490.6 (f,g)	0.0	0.0	0.0	0.0
Cape Verde	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central African Republic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chad	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chile	70.0	70.0 (b,e)	70.0	70.0 (e,b)	70.0	70.0 (f)	0.0	0.0	0.0	0.0
China	1,137.1	1,137.1 (b,e,f)	1,150.0	1,150.0 (b,e)	1,150.0	1,150.0 (f)	0.0	0.0	0.0	0.0
Colombia	450.0	450.0 (e)	452.5	452.5	400.0	400.0 (e)	0.0	0.0	0.0	0.0
Comoros	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Congo	0.0	0.0	8.0	8.0	0.0	0.0	0.0	0.0	0.0	0.0
Cook Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Costa Rica	0.0	0.0	1.1	1.1 (b,j)	0.0	0.0	0.0	0.0	0.0	0.0
Cote d'Ivoire	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Croatia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cuba	50.0	50.0 (b,c,f)	25.0	25.0 (f)	0.0	0.0 (b,e)	0.0	0.0	0.0	0.0
Cyprus	1.3	1.3 (e,j)	2.4	2.4 (e)	10.0	10.0 (f)	10.0	10.0 (f,j)	10.0	10.0 (f,j)
Czech Republic	5,000.0	126.2 (e)	5,000.0	132.6 (d,e)	0.0	0.0	0.0	0.0	0.0	0.0
Democratic People's Republic of Korea	0.0	0.0 (b)	0.0	0.0 (b)	0.0	0.0 (b)	0.0	0.0	0.0	0.0
Democratic Republic of the Congo	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Denmark	190,000.0	22,951.9 (f)	190,000.0	22,456.0 (f)	0.0	0.0 (h)	0.0	0.0	0.0	0.0
Djibouti	0.0	0.0	0.0	0.0	1.0	1.0 (e,j)	0.0	0.0	0.0	0.0
Dominica	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Dominican Republic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ecuador	0.0	0.0	22.3	22.3 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Egypt	130.0	34.7 (e)	130.0	34.8 (e)	130.0	28.9 (e,f)	0.0	0.0	0.0	0.0
El Salvador	25.0	25.0 (c,j)	25.0	25.0 (c,j)	0.0	0.0	0.0	0.0	0.0	0.0
Equatorial Guinea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Eritrea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Estonia	0.0	0.0	0.0	0.0	300.0	16.9 (f)	300.0	16.9 (f,j)	0.0	0.0
Ethiopia	38.9	38.9 (j)	303.0	35.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Fiji	5.1	2.3 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

E/2002/34 (Part I)
E/ICEF/2002/8 (Part I)

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Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Finland	11,773.2	11,158.4 (j,l,m)	12,193.6	10,479.8 (f, l,l,m)	12,000.0	10,563.4 (f,g)	0.0	0.0	0.0	0.0
France	7,317.6	6,782.6 (j,m)	7,500.0	6,631.3 (f,m)	7,500.0	6,602.1 (d,f)	0.0	0.0	0.0	0.0
Gabon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Gambia	4.7	4.7 (j)	5.0	5.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Georgia	0.0	0.0	1.0	1.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Germany	4,346.0	4,298.4 (f,m)	4,346.0	3,900.8 (f, l,m)	5,113.0	4,500.9 (f)	0.0	0.0	0.0	0.0
Ghana	5.0	5.0 (e)	10.0	10.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Greece	230.0	230.0 (f)	265.0	265.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Grenada	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guatemala	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guinea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guinea-Bissau	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guyana	0.0	0.0	2.9	2.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Haiti	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Holy See	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Honduras	24.9	24.9 (f)	25.0	25.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Hungary	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Iceland	9,487.2	108.0 (f,l)	110.5	110.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
India	43,750.0	959.7 (e,l)	31,000.0	649.2 (e)	31,000.0	651.3 (e)	0.0	0.0	0.0	0.0
Indonesia	0.0	0.0	75.0	75.0 (c,j)	0.0	0.0	0.0	0.0	0.0	0.0
Iran (Islamic Republic of)	100.0	100.0 (c)	53.5	53.5 (f)	53.5	53.5 (f)	0.0	0.0	0.0	0.0
Iraq	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ireland	2,539.5	2,347.1 (f,j,m)	3,866.2	3,463.0 (f,m)	5,323.3	4,982.1 (f)	8,000.0	7,042.3 (f,g)	0.0	0.0
Israel	80.0	80.0 (j)	77.0	77.0 (f,j)	80.0	80.0	0.0	0.0	0.0	0.0
Italy	10,329.1	9,524.2 (f,l,m)	13,427.9	11,470.8 (f,l,l,m)	14,000.0	12,323.9 (f,g)	14,000.0	12,323.9 (f,g)	14,000.0	12,323.9 (f,g)
Jamaica	60.0	60.0 (b,e)	0.0	0.0 (b)	0.0	0.0	0.0	0.0	0.0	0.0
Japan	25,596.0	25,596.0 (f)	25,596.0	25,596.0 (f)	23,400.0	23,400.0 (d,f)	0.0	0.0	0.0	0.0
Jordan	20.0	28.2 (c)	10.0	14.1	0.0	0.0	0.0	0.0	0.0	0.0
Kazakhstan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Kenya	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Kiribati	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Kuwait	200.0	200.0 (e)	200.0	200.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Kyrgyzstan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lao People's Democratic Republic	5.0	5.0 (e)	5.4	5.4 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Latvia	0.0	0.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0
Lebanon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lesotho	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Liberia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Libyan Arab Jamahiriya	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Liechtenstein	7.0	4.3 (e)	7.0	3.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Lithuania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Luxembourg	448.2	417.6 (f,m)	495.8	424.8 (f,m)	594.9	523.7 (f)	0.0	0.0	0.0	0.0
Madagascar	0.0	0.0	5.5	5.5 (f)	5.0	5.0 (f)	0.0	0.0	0.0	0.0
Malawi	80.0	0.8 (e,g)	120.0	1.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Malaysia	84.0	84.0 (e,d)	84.0	84.0 (e)	84.0	84.0 (e)	0.0	0.0	0.0	0.0
Maldives	7.6	7.6 (e)	7.5	7.5 (e)	7.5	7.5 (e)	0.0	0.0	0.0	0.0
Mali	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Malta	3.3	3.3 (j)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Marshall Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mauritania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mauritius	380.0	14.3 (c)	230.0	7.9 (f,l)	0.0	0.0	0.0	0.0	0.0	0.0
Mexico	200.0	200.0 (b,e)	200.0	200.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Micronesia (Federated States of)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Monaco	14.0	14.0 (e,l)	16.0	16.0 (e)	25.0	25.0 (e)	0.0	0.0	0.0	0.0
Mongolia	10.0	10.0 (e)	11.0	11.0 (e)	11.0	11.0 (e)	0.0	0.0	0.0	0.0
Morocco	1,506.0	145.7 (b)	0.0	0.0 (b)	2.0	2.0 (e)	0.0	0.0	0.0	0.0
Mozambique	3.0	3.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Myanmar	651.0	1.9 (b,c)	317.5	0.7 (b,j)	0.7	0.7 (f)	0.0	0.0	0.0	0.0
Namibia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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	Pledged currency	US$	Pledged currency (e1)	US$ (e2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Nauru	0.0	0.0	3.0	3.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Nepal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Netherlands	25,184.8	22,753.6 (j,l,m)	35,848.8	32,582.8 (f,j,l,m)	28,361.2	24,985.8 (f)	0.0	0.0	0.0	0.0
New Zealand	1,900.0	926.1 (j,f,l)	2,200.0	960.7 (f)	2,200.0	912.9 (f)	0.0	0.0	0.0	0.0
Nicaragua	7.0	7.0 (f)	15.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0
Niger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nigeria	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Niue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Norway	280,000.0	32,676.0 (f)	310,000.0	34,516.0 (f)	320,000.0	35,320.1 (f)	0.0	0.0	0.0	0.0
Oman	50.0	50.0 (e)	60.0	60.0 (c,f)	0.0	0.0	0.0	0.0	0.0	0.0
Pakistan	50.8	50.8 (b,l)	0.0	0.0 (b)	2,750.0	45.7 (b,f)	0.0	0.0	0.0	0.0
Palau	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Panama	22.7	22.7 (f)	35.0	35.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Papua New Guinea	5.0	5.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Paraguay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Peru	0.0	0.0	10.0	10.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Philippines	50.5	50.5 (b,f,d)	54.1	54.1 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Poland	208.0	46.0 (e,d)	56.0	56.0 (e)	56.0	56.0 (f,g)	0.0	0.0	0.0	0.0
Portugal	200.0	200.0 (f,g)	200.0	200.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Qatar	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Republic of Korea	1,300.0	1,300.0 (j,f)	1,500.0	1,500.0 (e)	0.0	0.0 (h)	0.0	0.0	0.0	0.0
Republic of Moldova	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Romania	210,000.0	9.9 (e,f)	300,000.0	11.7 (f)	350,000.0	11.1 (f)	370,000.0	11.7 (f,g)	390,000.0	12.3 (f,g)
Russian Federation	500.0	500.0 (d,e,f)	500.0	500.0 (e)	500.0	500.0 (e)	500.0	500.0 (d,f)	500.0	500.0 (d,f)
Rwanda	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Kitts and Nevis	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Lucia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Vincent and the Grenadines	2.2	2.2 (c)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samoa	0.0	0.0	1.0	1.0 (f)	1.0	1.0 (e)	0.0	0.0	0.0	0.0
San Marino	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sao Tome and Principe	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

GOVERNMENT CONTRIBUTIONS TO REGULAR RESOURCES FOR YEARS 2000 TO 2004: Actuals and Indications
Pledged and/or paid as at 24 January 2002
(Expressed in thousands of currency pledged and in United States dollars equivalents)

(This matrix shows firm pledges and indicative pledges from member States. A number of countries, unable to make pledges at this time, indicated expectations that their contributions would be equal to or exceed the current level of support.)

Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (e1)	US$ (e2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Saudi Arabia	1,000.0	1,000.0 (e)	0.0	0.0	1,000.0	1,000.0 (e,g)	0.0	0.0	0.0	0.0
Senegal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Seychelles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sierra Leone	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Singapore	50.0	50.0 (e)	50.0	50.0 (e)	50.0	50.0 (e)	0.0	0.0	0.0	0.0
Slovakia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Slovenia	3.7	3.7 (f)	10.0	10.0 (f)	18.5	18.5 (f)	0.0	0.0	0.0	0.0
Solomon Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Somalia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South Africa	200.0	31.6 (f)	51.6	51.6 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Spain	1,773.0	1,495.6 (f,m)	1,803.0	1,603.6 (f, i ,m)	0.0	0.0	0.0	0.0	0.0	0.0
Sri Lanka	15.5	15.5 (b)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sudan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Suriname	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Swaziland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sweden	290,000.0	31,156.9 (f,l)	297,000.0	29,747.6 (f)	297,000.0	28,045.3 (f)	297,000.0	28,045.3 (f,g)	297,000.0	28,045.3 (f,g)
Switzerland	17,000.0	10,303.0 (f)	17,000.0	9,550.6 (f)	18,000.0	10,714.3 (f)	18,000.0	10,714.3 (f,g)	18,000.0	10,714.3 (f,g)
Syrian Arab Republic	852.0	18.5	5.1	5.1 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Tajikistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Thailand	104.9	104.9 (b,e,l)	0.0	0.0 (b)	112.5	112.5 (e)	0.0	0.0	0.0	0.0
The former Yugoslav Republic of Macedonia	5.0	5.0 (j)	2.5	2.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Togo	3.5	3.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tonga	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Trinidad and Tobago	1.8	1.8 (j,f)	4.9	4.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Tunisia	37.0	34.8 (e,f)	34.8	34.8 (b,e,l)	37.0	25.9 (e)	0.0	0.0	0.0	0.0
Turkey	120.0	120.0 (e,f)	88.1	88.1 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Turkmenistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tuvalu	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Uganda	2.0	2.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ukraine	0.0	0.0	0.0	0.0	15.0	15.0 (f)	0.0	0.0	0.0	0.0

GOVERNMENT CONTRIBUTIONS TO REGULAR RESOURCES FOR YEARS 2000 TO 2004: Actuals and Indications
Pledged and/or paid as at 24 January 2002
(Expressed in thousands of currency pledged and in United States dollars equivalents)

(This matrix shows firm pledges and indicative pledges from member States. A number of countries, unable to make pledges at this time, indicated expectations that their contributions would be equal to or exceed the current level of support.)

Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
United Arab Emirates	100.0	100.0 (e)	100.0	100.0 (e)	100.0	100.0 (e)	0.0	0.0	0.0	0.0
United Kingdom of Great Britain and Northern Ireland	17,000.0	26,668.8 (f,l)	17,000.0	24,637.7 (f)	17,000.0	24,285.7 (f)	0.0	0.0	0.0	0.0
United Republic of Tanzania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
United States of America	109,582.0	109,582.0 (f)	109,758.0	109,758.0 (f)	120,000.0	120,000.0 (g)	0.0	0.0	0.0	0.0
Uruguay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Uzbekistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vanuatu	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Venezuela	0.0	0.0	47.0	47.0 (b)	0.0	0.0	0.0	0.0	0.0	0.0
Viet Nam	13.7	13.7 (e)	13.7	13.7 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Yemen	16.4	16.4 (e,f)	16.7	16.7 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Yugoslavia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Zambia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Zimbabwe	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Miscellaneous Income/ adjustments										
TOTAL CONTRIBUTIONS		342,583.4		349,816.6		324,752.8		60,846.5		51,605.9
Contributions towards local costs		323.5		248.4		185.9				
Adjustments to prior years		(27.7)		4.4						
TOTAL GOVERNMENTS		342,879.2		350,069.4		324,938.8		60,846.5		51,605.9

LEGEND:
(a) Amounts reported are provisional pending the finalisation of the Accounts for the year 2001.
(a1) The original pledged amount in the currency of the pledge.
(a2) The US$ value at time of the receipt.
(b) Amount reported excludes contribution towards local costs.
(c) Includes funds received for prior years' contributions.
(d) Subject to parliamentary approval.
(e) Pledge made at the United Nations Pledging Conferences.
(f) Pledge made at the UNICEF Pledging Events.
(g) Tentative pledge received or formal pledge not received.
(h) To be announced during the year.
(i) Includes contributions made and/or paid in multiple currencies.
(j) No amount formally pledged, contributions recorded on a cash receipt basis.
(k) Written pledge.
(l) Pledge made or cash received in addition to the original pledge.
(m) For comparison purpose the Pledged currency pledge has been converted to Euro.

Annex II

Decisions adopted by the Executive Board

2002/1
Election of the officers of the Executive Board for 2002

The Executive Board

Decides to elect the following officers of the Executive Board for 2002:

President:	H.E. Mr. Andrés Franco (Colombia)
Vice-Presidents:	Mr. Olivier Chave (Switzerland) H.E. Crispin Grey Johnson (Gambia) H.E. Mr. Murari Raj Sharma (Nepal) Mr. Marius Ioan Dragolea (Romania)

First regular session
21 January 2002

2002/2
Annual report to the Economic and Social Council

The Executive Board

1. *Takes note* of the "Report of the Executive Director: Annual report to the Economic and Social Council" (E/ICEF/2002/4 (Part I) and Corr.1);

2. *Requests* the secretariat to transmit it, along with a summary of the comments made during the discussion, to the Economic and Social Council for consideration at its substantive session of 2002.

First regular session
21 January 2002

2002/3
Activities of the Joint Inspection Unit

The Executive Board

Takes note of the report by the secretariat on "Activities of the Joint Inspection Unit of relevance to UNICEF" (E/ICEF/2002/5).

First regular session
21 January 2002

2002/4
Procedures for consideration and approval of proposals for country programmes of cooperation

The Executive Board

Having reviewed the report on "Procedures for consideration and approval of proposals for country programmes of cooperation" (E/ICEF/2002/P/L.16),

Welcoming the continued efforts made by the United Nations Development Group towards further harmonization and streamlining of the cycles and preparation procedures for country programmes of cooperation,

Emphasizing that the programming process for UNICEF cooperation should continue to reflect national priorities and needs, under the primary responsibility of the national Government, and within the framework of the UNICEF medium-term strategic plan for the period 2002-2005 (E/ICEF/2001/13 and Corr.1) and in consultation with other relevant agencies and partners, as appropriate;

1. *Decides that*:

(a) The draft country notes for UNICEF programmes of cooperation will be developed on the basis of national plans and priorities, and within the framework of the Common Country Assessment and the United Nations Development Assistance Framework;

(b) The draft country notes will be 6–10 pages in length, depending on the size and other characteristics of the programme of cooperation, and will summarize the situation of children and women, the key results achieved and lessons learned from prior cooperation, while highlighting the main components of the proposed country programme, including objectives, strategies, main areas of assistance, expected results, major partnerships, management and monitoring arrangements, and proposed budget;

(c) The draft country notes will be presented to the Executive Board for discussion and comment at the annual session prior to the commencement of the programme cycle, and for approval of the aggregate totals of estimated regular and other resources in the programme budget;

(d) The country notes will be revised by the respective Government and UNICEF following presentation to the Executive Board, taking into account comments made by the Board;

(e) The revised country notes, including a results matrix, will be posted by October of the last year of the country programme on the UNICEF Extranet and will be approved at the first regular Board session in January on a no objection basis, unless at least five members have informed the secretariat in writing, within six weeks of the posting of a country note, of their wish to bring the particular country programme before the Executive Board;

(f) The above modifications will take effect in 2003;

(g) From 2003, the outcomes of mid-term reviews and major evaluations of country programmes will be considered at the second regular session of the Executive Board;

(h) The current arrangements for the consideration of other forms of programme recommendations — including "stand-alone" proposals for programmes to be funded by other resources only, proposals for intercountry and interregional programmes, and proposals for additional regular resources for already-approved programmes — will remain in effect;

2. *Requests* the Executive Director to report to the Executive Board at its annual session in 2005 on progress and any issues arising from implementation of the present decision.

First regular session
22 January 2002

2002/5
UNICEF Maurice Pate Award

The Executive Board

1. *Takes note* of the recommendation of the secretariat proposing changes to the selection process for the UNICEF Maurice Pate Award (E/ICEF/2002/7);

2. *Decides* that the procedure related to objectives, recipients, nominations, selection and value for the UNICEF Maurice Pate Award be amended to reflect the following:

1. Objectives and criteria

The Award will be renamed "The UNICEF Maurice Pate Leadership for Children Award".

The Award will be granted to an individual or organization displaying extraordinary and exemplary innovation and inspirational leadership in contributing to the advancement of the goals and objectives of UNICEF on a national, regional or global scale. In selecting a recipient, consideration will be given to those individuals or organizations whose activities: (a) provide for meaningful participation in its work by children and young people; (b) encourage voluntary and grass-roots activities; and (c) encourage voluntary and grass-roots activities with a potential for emulation and thus a multiplier effect.

The Award will be made not only on the basis of previous work but will be considered a grant in support of the continued work of the individual or organization in carrying out the above objectives.

2. Recipients

The Award may be conferred upon an institution, agency or individual, but not upon a Government or a head of State or Government. The Award will not be conferred upon any United Nations organization or official. Caution will be exercised in the selection to ensure that a selected recipient does not inappropriately figure within national political processes. Due regard will be given to the principle of equitable geographical balance.

3. Nominations

Each year the Executive Director will invite nominations for the Award from United Nations member States and Observers and members of United Nations specialized agencies, UNICEF country representatives, regional directors and other secretariat offices and National Committees for UNICEF in order to ensure a broad range of nominations. Solicitation of nominations will stipulate a deadline of 1 June of the year of the presentation of the Award.

4. Selection Committee

The secretariat, in close consultation with the Bureau, will create a Selection Committee comprising three to five independent, eminent persons who are knowledgeable about the Award's criteria and who have shown commitment to the overriding goals and objectives of UNICEF.

5. Selection process

The Selection Committee, with the assistance of the secretariat, each year will designate some specific geographic regions and some of the five UNICEF priority areas it believes can make the greatest contribution to improving the lives of children, for the focus of that year's Award. Nominations for the Award should be submitted formally to the Selection Committee through the secretariat. After a comprehensive review and evaluation of the nominees, the Committee will submit to the Executive Board, through the Executive Director and after prior consultation with the Bureau, a single recommendation for approval by the Board at its second regular session.

6. Value

The value of the Award will be set at $50,000 to be met from regular resources.

7. Award ceremony

The Award will be bestowed at a public ceremony in the region of the organization or individual recipient, thus providing further attention to the work of the recipient and encouraging attention to the objectives of UNICEF.

First regular session
24 January 2002

2002/6
Private Sector Division work plan and proposed budget for 2002

A. Private Sector Division budgeted expenditures for the 2002 season

The Executive Board

1. *Approves* for the fiscal year 1 January to 31 December 2002 budgeted expenditures of $82.2 million as detailed below and summarized in column I of table 7 of document E/ICEF/2002/AB/L.1:

	(In millions of United States dollars)
Commissions — field offices	1.5
Cost of goods delivered	28.6
Marketing expenditures	20.0
Support Services	17.8
Market Development Programme (MDP)	2.7
Fund-raising Development Programme (FDP)	7.5
Nordic Investment Programme	4.1
Total expenditures, consolidated	82.2

2. *Authorizes* the Executive Director:

(a) To incur expenditures as summarized in column I of table 7 of document E/ICEF/2002/AB/L.1 and to increase expenditures up to the level indicated in columns II or III of the same table should the apparent proceeds from card and product sales and/or private sector fund-raising increase to the levels indicated in columns II or III, respectively;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above) up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2002 approved work plan.

B. Budgeted income for the 2002 season

The Executive Board

Notes that for the period 1 January to 31 December 2002, Private Sector Division (PSD) net proceeds are budgeted at $275.9 million (regular resources) as shown in column I of table 7 of document E/ICEF/2002/AB/L.1.

C. Policy issues

The Executive Board

1. *Renews* MDP with $2.7 million established for 2002;

2. *Renews* FDP with $7.5 million established for 2002;

3. *Renews* the Nordic Investment Programme, which includes four countries, with a budget of $4.1 million for 2002;

4. *Authorizes* the Executive Director to incur expenditures in the 2002 fiscal period related to the cost of goods delivered (production/purchase of raw materials, cards and other products) for the 2003 fiscal year up to $32.0 million as indicated in the PSD medium-term plan (see table 6 of document E/ICEF/2002/AB/L.1).

D. Medium-term plan

The Executive Board

1. *Approves* the PSD medium-term plan for the years 2003-2006 as reflected in table 6 of document E/ICEF/2002/AB/L.1;

2. While commending National Committees for their key contribution to PSD achievements, *recognizes* that the trend towards more decentralized activity entails a need for greater accountability;

3. *Requests* the Executive Director to submit, along with the next PSD budget proposal, a comprehensive business plan, to be updated annually, as the Division's contribution to the UNICEF medium-term strategic plan, in close consultation with National Committees and based on their expertise in their markets, detailing development strategies for each activity, organizational and financial consequences, and related policy decisions, for consideration of the Board;

4. *Further requests* the Executive Director to present a progress report on the development of the business plan at the 2002 second regular session.

First regular session
24 January 2002